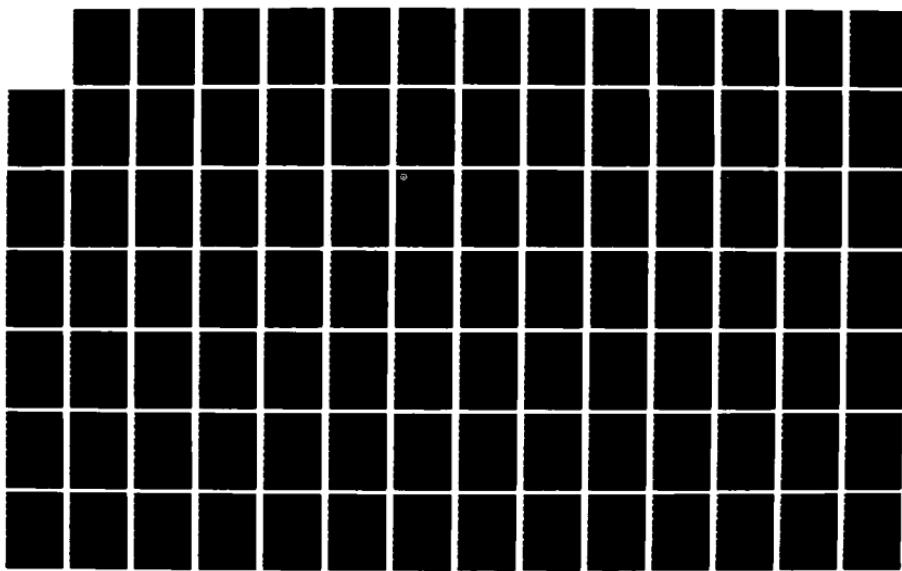
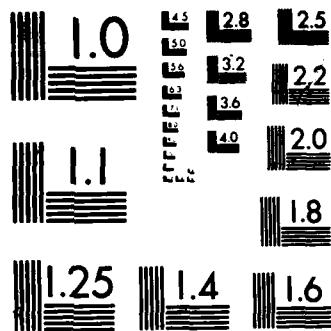


MD-R183 218 1985 CIVILIAN MANPOWER MOBILIZATION MINI EXERCISE(U) 1/2  
LOGISTICS MANAGEMENT INST BETHESDA MD  
G E MUELLER ET AL SEP 86 LMI-ML522 MDA903-85-C-0139  
UNCLASSIFIED F/G 5/9 NL





MICROCOPY RESOLUTION TEST CHART  
NATIONAL BUREAU OF STANDARDS 1963-A

AD-A183 210

## IMPLEMENTATION PAGE

1a. REPORT SECURITY CLASSIFICATION Unclassified		1b. RESTRICTIVE MARKINGS	
2a. SECURITY CLASSIFICATION AUTHORITY		3. DISTRIBUTION / AVAILABILITY OF REPORT "A" Approved for Public Release; distribution unlimited.	
2b. DECLASSIFICATION / DOWNGRADING SCHEDULE			
4. PERFORMING ORGANIZATION REPORT NUMBER(S) LMI Task ML522		5. MONITORING ORGANIZATION REPORT NUMBER(S)	
6a. NAME OF PERFORMING ORGANIZATION Logistics Management Institute	6b. OFFICE SYMBOL (if applicable)	7a. NAME OF MONITORING ORGANIZATION	
6c. ADDRESS (City, State, and ZIP Code) 6400 Goldsboro Road Bethesda, Maryland 20817-5886		7b. ADDRESS (City, State, and ZIP Code)	
8a. NAME OF FUNDING / SPONSORING ORGANIZATION ASD/A&L	8b. OFFICE SYMBOL (if applicable) MPR	9. PROCUREMENT INSTRUMENT IDENTIFICATION NUMBER MDA903-85-C-0139	
8c. ADDRESS (City, State, and ZIP Code) The Pentagon, Room #3D970 Washington, DC 20301		10. SOURCE OF FUNDING NUMBERS	
		PROGRAM ELEMENT NO	PROJECT NO
		TASK NO	WORK UNIT ACCESSION NO
11. TITLE (Include Security Classification) 1985 Civilian Manpower Mobilization Mini Exercise			
12. PERSONAL AUTHOR(S) George E. Mueller, James H. Drennan			
13a. TYPE OF REPORT Final	13b. TIME COVERED FROM _____ TO _____	14. DATE OF REPORT (Year, Month, Day) September 1986	15. PAGE COUNT 125
16. SUPPLEMENTARY NOTATION			
17. COSATI CODES		18. SUBJECT TERMS (Continue on reverse if necessary and identify by block number) Civilian Manpower Mobilization, Wartime Manpower Planning Systems (WARMAPS); California Employment Development Department (CEDD); Office of Personnel Management (OPM); Civilian Personnel Offices; Crosswalk; Civilian/Military Retirees; Critical Skills; Non-Essential Evacuees.	
19. ABSTRACT (Continue on reverse if necessary and identify by block number)			
→ In the event of mobilization DoD will have to hire 400 thousand additional civilians many of them highly skilled for its CONUS installations. Where and how to get them is a matter of considerable concern to DoD's manpower planners.			
In November 1985 a mini-exercise was held involving 20 DoD installations wherein the potential availability of additional civilian manpower was assessed as well as the procedures for identifying, processing and distributing available personnel.			
The report contains recommendations design to strengthen the civilian manpower requirements determination and transmittal process, to utilize by skill, of civilian manpower in the current peacetime economy in the central area of California.			
20. DISTRIBUTION / AVAILABILITY OF ABSTRACT <input checked="" type="checkbox"/> UNCLASSIFIED/UNLIMITED <input type="checkbox"/> SAME AS RPT <input type="checkbox"/> DTIC USERS		21. ABSTRACT SECURITY CLASSIFICATION <i>CK</i>	
22a. NAME OF RESPONSIBLE INDIVIDUAL		22b. TELEPHONE (Include Area Code)	22c. OFFICE SYMBOL

UNCLASSIFIED

SECURITY CLASSIFICATION OF THIS PAGE

18. (Continued)

Individual Mobilization Augmentees (IMA), Distribution/Allocation of Civilian Personnel, Undocumented Aliens.

UNCLASSIFIED

SECURITY CLASSIFICATION OF THIS PAGE

1985 CIVILIAN MANPOWER  
MOBILIZATION MINI-EXERCISE



September 1986

George E. Mueller  
James H. Drennan

Classification For	
INFO	<input checked="" type="checkbox"/>
DATA	<input type="checkbox"/>
TECHNICAL	<input type="checkbox"/>
SECURITY INFORMATION	<input type="checkbox"/>
BY	
DISTRIBUTION	
MAILING CODES	
MAILING NUMBER	
Class	Special
A-1	

Prepared pursuant to Department of Defense Contract MDA903-85-C-0139 (Task ML522). The views, opinions, and findings contained in this report are those of the authors and should not be construed as an official Department of Defense position, policy, or decision, unless so designated by other official documentation. Except for use for Government purposes, permission to quote from or reproduce portions of this document must be obtained from the Logistics Management Institute.

LOGISTICS MANAGEMENT INSTITUTE  
6400 Goldsboro Road  
Bethesda, Maryland 20817-5886

88 3 11 041

## Executive Summary

### 1985 CIVILIAN MANPOWER MOBILIZATION MINI-EXERCISE

In the event of mobilization, DoD will have to hire 400 thousand additional civilians, many of them highly skilled, for its CONUS installations. Where and how to get them is a matter of concern to DoD's manpower planners.

A mini-exercise in November 1985 at 20 installations in central California showed that the local mobilization needs could not be met by available civilians – people unemployed or seeking a change of employment. The shortfall averaged 39 percent, ranging from 13 percent in the Sacramento area to 53 percent in the area around San Francisco. In some highly skilled occupations, the shortfall was as great as 90 percent. Findings were similar in a mini-exercise at eight military installations in the Hampton Roads, Virginia area in 1981.

Furthermore, competition for skilled civilians between military installations and defense-related private industry could make matters worse. In one local area alone, we found that private industry would need an additional 35,000 skilled people. Although the magnitude of the competition cannot be measured until the private sector knows what the industrial expansion requirements would be, the problem could be serious, perhaps even critical.

There may also be a problem in the distribution/allocation of civilian manpower among competing military installations in a region. We believe the procedures prescribed by DODD 3005.6, "Civilian Work Force Mobilization Planning and Management," would not be effective for allocating civilian personnel during a mobilization if sufficient manpower were not available.

In the last 4 years DoD has improved markedly in specifying the types and numbers of skilled civilians it needs to hire and in reporting those requirements to both Federal and local authorities. But there is one notable deficiency; the civilian manpower requirements of military installations are often not accurately reflected in the DoD Wartime Manpower Planning Systems (WARMAPS).

Accordingly, we recommend that the Assistant Secretary of Defense (Force Management and Personnel) take the following actions:

- Examine the feasibility of filling billets in CONUS installations by pre-assigning DoD employees who would be evacuated from overseas during mobilization.
- Locate skilled civilians who could become available from other Federal agencies during mobilization and set procedures in place for transferring them when the need arises.
- Devise procedures for borrowing skilled civilians from private industry during mobilization.
- Revise DODD 3005.6 to provide clear guidelines to local civilian personnel committees for the distribution of personnel.
- In conjunction with the Military Departments and Defense Agencies, resolve the discrepancies between installations' requirements for civilian manpower and WARMAPS data.
- In conjunction with the Department of Labor, Office of Personnel Management, the Military Departments and state employment offices, determine the feasibility of an automated system for matching available civilian personnel to mobilization requirements.

We further recommend that the Assistant Secretary of Defense (Force Management and Personnel), in cooperation with the Assistant Secretary of Defense (Acquisition and Logistics):

- Press on with efforts to calculate realistic requirements for civilian manpower in both DoD installations and defense-related industries.
- Transmit these requirements to the Secretary of Labor to support him in carrying out his responsibilities under Executive Order 10480 to "... formulate plans, programs and policies for meeting defense and essential civilian labor requirements..."

## TABLE OF CONTENTS

	<u>PAGE</u>
<b>EXECUTIVE SUMMARY . . . . .</b>	ii
<b><u>CHAPTER</u></b>	
<b>1. EXERCISE PLANNING AND EXECUTION . . . . .</b>	<b>1- 1</b>
<b>Background . . . . .</b>	<b>1- 1</b>
<b>1985 Exercise Planning . . . . .</b>	<b>1- 2</b>
<b>Exercise Preparations . . . . .</b>	<b>1- 3</b>
<b>1985 Exercise Events and Activities . . . . .</b>	<b>1- 4</b>
<b>San Francisco Bay Area Committee Meeting . . . . .</b>	<b>1- 5</b>
<b>Sacramento Area Committee Meeting . . . . .</b>	<b>1- 6</b>
<b>Additional Events . . . . .</b>	<b>1- 7</b>
<b>2. FINDINGS . . . . .</b>	<b>2- 1</b>
<b>Occupational Skill Shortages . . . . .</b>	<b>2- 1</b>
<b>Determination and Reporting of Requirements . . . . .</b>	<b>2- 4</b>
<b>Automated Information Systems . . . . .</b>	<b>2- 4</b>
<b>Crosswalk . . . . .</b>	<b>2- 5</b>
<b>Mobilization Planning by Installations . . . . .</b>	<b>2- 6</b>
<b>Call-up of Personnel . . . . .</b>	<b>2- 6</b>
<b>Mobilization Manpower Requirements for</b>	
<b>    Private Industry . . . . .</b>	<b>2- 6</b>
<b>    Competition for Manpower . . . . .</b>	<b>2- 7</b>
<b>    Competition with the Private Sector . . . . .</b>	<b>2- 8</b>
<b>    Competition among DoD Installations . . . . .</b>	<b>2- 8</b>
<b>    Noncombatant Evacuation Operations (NEO) . . . . .</b>	<b>2- 9</b>
<b>    Conscientious Objectors . . . . .</b>	<b>2-10</b>
<b>    Individual Mobilization Augmentees (IMA) . . . . .</b>	<b>2-10</b>
<b>    Civil Service Retirees . . . . .</b>	<b>2-11</b>
<b>    Employees Borrowed from the Private Sector . . . . .</b>	<b>2-11</b>
<b>    Non-DoD Government Employees . . . . .</b>	<b>2-12</b>
<b>    Exercise Artificialities . . . . .</b>	<b>2-12</b>
<b>    Contract Commercial Activities . . . . .</b>	<b>2-13</b>
<b>    Illegal Aliens . . . . .</b>	<b>2-14</b>
<b>3. CONCLUSIONS AND RECOMMENDATIONS . . . . .</b>	<b>3- 1</b>
<b>Manpower Requirements of Industry . . . . .</b>	<b>3- 1</b>
<b>Manpower Requirements for DoD Installations . . . . .</b>	<b>3- 1</b>
<b>Reporting Civilian Personnel Mobilization</b>	
<b>    Requirements . . . . .</b>	<b>3- 3</b>
<b>    Developing Means Now to Provide Personnel</b>	
<b>    at a Later Date . . . . .</b>	<b>3- 3</b>

## TABLE OF CONTENTS (CONTINUED)

### APPENDIX

- A. ASD(MI&L) MEMORANDUM, SUBJECT: CIVILIAN MOBILIZATION EXERCISE, 23 APRIL 1985
- B. ASD(FM&P) MEMORANDUM, SUBJECT: BAY AREA CIVILIAN MOBILIZATION MINI-EXERCISE, 15 OCTOBER 1985
- C. CALIFORNIA BAY AREA MOBILIZATION MINI-EXERCISE LIST OF EVENTS AND ACTIONS
- D. ADPA AND NSIA ASSESSMENT OF THEIR MEMBER'S NEEDS FOR CIVILIAN PERSONNEL
- E. OPM DEVELOPED DATA SHEETS OF INSTALLATIONS' PERSONNEL NEEDS AND AVAILABLE CANDIDATES DECEMBER 13, 1985
- F. CIVILIAN PERSONNEL SHORTAGES, CENTRAL CALIFORNIA, 1985 CIVILIAN MINI-MOBILIZATION EXERCISE
- G. INSTALLATION RESPONSES TO OSD QUESTIONNAIRE, 1985 CIVILIAN MINI-MOBILIZATION EXERCISE
- H. COMPARISON OF NON-DOD CIVIL SERVICE PERSONNEL PRESENT WITH DOD INSTALLATION NEEDS IN SELECTED AREAS
- I. EXECUTIVE ORDER 10480, AS AMENDED, "ADMINISTRATION OF CIVIL AND DEFENSE MOBILIZATION," PART IV, "LABOR SUPPLY"

## 1. EXERCISE PLANNING AND EXECUTION

### BACKGROUND

During the autumn of 1982 the Department of Defense (DoD), in conjunction with the Joint Chiefs of Staff (JCS) exercise Proud Saber 83, conducted an exercise to test DoD procedures for identifying additional civilian workers to meet DoD organic facilities' requirements during a national emergency. The exercise was conducted in the Hampton Roads, Virginia area and included eight Army, Navy, and Air Force installations. Other participants were the Virginia Employment Commission (VEC) and the area Office of Personnel Management (OPM) at Newport News, Virginia.

The results of the exercise indicated that:

- Potentially significant shortages existed in skilled personnel in shipbuilding and repair, aircraft depot maintenance, and weapon depot maintenance.
- No quick and uncomplicated method existed to match the Civil Service occupational codes used by DoD with the Dictionary of Occupational Titles (DOT) codes used by VEC.
- DoD had no method of allocating civilian hires among the installations competing for their skills.
- Public employment offices were unable to identify enough skilled personnel in the area to satisfy all of the installations' mobilization requirements.
- Civilian personnel mobilization requirements data were of questionable accuracy.

As a result of the exercise, DoD Directive 3005.6, "Civilian Work Force Mobilization Planning and Management," was rewritten and reissued in 1984 to provide policy and guidance toward rectifying most of the problems. Also, a method was developed to relate the Civil Service occupational codes to the DOT occupational codes.

## 1985 EXERCISE PLANNING

A second civilian mini-mobilization exercise was planned in conjunction with the 1985 autumn JCS exercise, PORT CALL 86. In planning for this civilian mobilization exercise it was decided not to use the classified PORT CALL 86 scenario, but to use an Office of the Secretary of Defense (OSD) unclassified scenario for full mobilization. Since it was not classified, the scenario was distributed widely among exercise participants.

The exercise was to examine the DoD progress since the 1982 exercise in improving civilian mobilization procedures, specifically in the areas of:

- Identifying wartime civilian employment requirements for DoD installations
- Identifying additional workers to satisfy the requirements
- Screening workers with a reserve or military recall obligation.

In addition, the exercise would consider the issue of competition for scarce highly skilled workers between DoD installations and surging defense industries and would test the concept of using area committees to allocate highly skilled workers among installations.

The rationale for conducting the exercise and a general outline of the exercise was provided to the Military Department Secretaries and the Director of the Defense Logistics Agency in a 23 April 1985 memorandum from the Acting Assistant Secretary of Defense (Manpower, Installations and Logistics). A copy is in Appendix A. The memorandum stipulated that the exercise would take place in the San Francisco, Sacramento, and Monterey areas of California.

Twenty installations representing all Military Services and the Defense Logistics Agency were selected for participation in the exercise. In addition, we asked the American Defense Preparedness Association (ADPA) and the National Security Industrial Association (NSIA) to provide information on the projected

requirements for skilled workers among their respective membership in local defense-related industries during a mobilization.

For the purposes of the exercise, the central California area was separated into three geographic areas, the San Francisco Bay Area, the Sacramento Area, and outlying areas. The installations were grouped to facilitate civilian personnel data management as follows:

San Francisco Bay Area

Concord Naval Weapons Station  
Military Sealift Command, Pacific Area  
Naval Air Rework Facility, Alameda  
Naval Air Station, Moffett  
Naval Electronics Engineering Center, Vallejo  
Naval Facilities Engineering Command, San Bruno  
Naval Station, Treasure Island  
Naval Supply Center, Oakland  
Oakland Army Base  
Presidio of San Francisco  
Travis Air Force Base

Sacramento Area

Defense Depot, Tracy  
Mather Air Force Base  
McClellan Air Force Base  
Sacramento Army Depot  
Sharpe Army Depot

Outlying Areas

Castle Air Force Base  
Fort Ord  
Marine Corps Logistics Center, Barstow  
Naval Air Station, Lemoore

EXERCISE PREPARATIONS

Prior to the start of the exercise, we visited the Civilian Personnel Officers (CPO) and their staff members at every installation. Our purpose was to outline and explain the objectives of the exercise, begin a comparison of the accuracy of civilian personnel requirements contained in the DoD Wartime Manpower Planning System (WARMAPS) data files with local requirements, and solicit comments about the

usefulness of the recently distributed DoD publication, "Prototype Installation Mobilization Manpower Planners Handbook." OSD observers went to the San Francisco Bay area to explain the exercise essentials to the California Employment Development Division (CEDD) and the Office of Personnel Management (OPM) personnel. In addition, representatives of two of the Services visited their respective CPOs providing them with additional details regarding the exercise.

Detailed exercise guidance was provided to the participants in early October. Guidance included the exercise assumptions, the unclassified mobilization scenario, and the suggested procedures for each installation to follow when submitting personnel requirements to the local offices of CEDD, or OPM. A copy of this guidance memorandum is contained in Appendix B. A list of the exercise events and activities is contained in Appendix C.

#### 1985 EXERCISE EVENTS AND ACTIVITIES

The start of the civilian mini-mobilization exercise coincided with the start of Exercise PORT CALL 86 on 12 November 1985. On that day, the installations' CPOs provided most of their civilian personnel requirements to the local offices of CEDD and OPM. The requirements were for the first 180 days of a mobilization. There were three exceptions: engineer requirements were submitted to OPM, Los Angeles; engineer technicians requirements to OPM, Sacramento; and computer specialist requirements to OPM, Phoenix. These requirements were to be submitted by the installations in the format suggested in the October memorandum to facilitate their processing at CEDD and OPM. Copies were provided to the DoD observer. We also used this information to determine the reliability of a recently developed automated system that translates civil service occupational codes into DOT occupational code equivalents and to complete the comparison of local data with the WARMAPS requirements information. Personnel in the local CEDD and

OPM offices searched their job applicant registers to match the applicants with the installations' civilian personnel requirements. However, some of the installations were not prepared to begin the exercise on time. Additionally, due to the large volume of requests submitted by the installations, the lack of format uniformity in these submissions, and the confusion of relating, for the first time, Civil Service occupational codes to DOT codes, the CEDD and OPM required 5 days during the exercise to complete their work. Due to fiscal constraints, OPM does not maintain files of job applicants for all occupations. OPM also stops accepting applications for certain positions after a predetermined number of applications for those positions have been filed.

On Wednesday, 20 November 1985, during the second week of the exercise, CPOs from the installations in the two principal areas met with CEDD and OPM representatives and the OSD and LMI observers to review the ability of CEDD and OPM to satisfy the installations' civilian personnel needs during a mobilization. At this meeting the CPOs also discussed the feasibility of their allocating personnel with scarce skills among installations.

The conduct of and the results achieved during the committee meetings were unique; therefore, it is useful to examine the activities of each meeting.

#### San Francisco Bay Area Committee Meeting

During the morning portion of the meeting most of the time was devoted to determine if OPM and CEDD would have enough personnel on file to meet the installations' civilian personnel mobilization requirements. This was accomplished in the following manner. OPM and CEDD would announce one of the Civil Service occupational skill series. The installations would then respond with their requirements for that occupational skill. When the total of the installations' needs were determined, OPM and CEDD would announce whether there were enough applicants on file to meet all of the requirements. At times this was disputed by the

installations where the experience has been that OPM and CEDD cannot satisfy current requirements for some of the same mobilization requirements. This type of processing was slow and as a result very few of the occupational skill series were reviewed.

In the afternoon session the activity focused on determining if OPM and CEDD had enough applicants on file to meet the critical skill needs of the installation. Since critical skills were defined by the committee members as those positions that were difficult to fill during peacetime, the discussion ultimately centered on the allocation of personnel with highly desirable skills among installations. Many of the attendees agreed that they could voluntarily share personnel. They agreed that the priority for sharing people would be based on the mission of the installation, the time phasing of personnel requirements, and the type of position and the number of personnel needed. While some of the attendees did not agree that the committee as chartered could allocate personnel, all did agree that it was useful to meet periodically and exchange information.

#### Sacramento Area Committee Meeting

In contrast to the San Francisco Bay Area committee, the Sacramento Area had automated the information relating to the installations' needs and the number of available personnel on file at OPM and CEDD. A report of the match of available personnel to the installation requirements was provided to each committee member. Only one of the participating installations experienced shortfalls. It was decided during the meeting that if it were necessary to allocate personnel then, in the absence of guidance from higher authorities, personnel with scarce skills would be allocated based on a fair share principal. That is, if there were five persons equally skilled and five installations requiring these skills, then each installation would receive one of the persons. All agreed that it was useful to meet to exchange information of mutual interest.

### Additional Events

The following day, selected installation representatives and OSD representatives met with a member of the Employer National Job Service Committee to determine the extent to which private industry could temporarily lend workers to DoD installations to alleviate some of the civilian personnel shortfall.

Following the exercise, the installation CPOs prepared answers to the questions contained in the October OSD memorandum. These were forwarded to the Service points of contact for submission to the OSD. Also, ADPA and NSIA gave us their assessment of the personnel requirements of their defense-related members in the San Francisco Bay Area. A summary is contained in Appendix D.

## 2. FINDINGS

### OCCUPATIONAL SKILL SHORTAGES

From our analysis of the information provided by CEDD and OPM pertaining to matching lists of applicants with installation requirements we find that, on the average, two out of five of the civilian personnel mobilization positions could not be filled from the lists of job applicants maintained by the CEDD and OPM local offices if all available personnel were hired. (This information is contained in Appendix E. Our analysis is in Appendix F.) This 39 percent shortfall ranged from a 13 percent low for three installations in the Sacramento area to a high of 53 percent for the 11 installations in the San Francisco Bay area. Information pertaining to the installations is shown in Table 2-1. Column 1 contains the number of civilian personnel requirements for each installation that the local OPM and CEDD offices attempted to fill from their files. The WARMAPS information for each installation is shown in column 2. Ideally, the numbers in column 1 and 2 should be very similar; the differences are shown in column 3. Column 4 contains the precise number of personnel that OPM and CEDD indicated were available to fill the installation positions. Details are contained in Appendix F.

We also find a significant shortage of certain skills that would seriously affect the ability of most of the installations to accomplish their mobilization missions. Table 2-2 shows the occupational skills that were short 50 or more among all of the installations. Also included in Table 2-2 are some of the skills reported by installations as being critical to mission accomplishment. The potential shortages of accountants, procurement personnel, supply clerks, electronic measuring equipment mechanics, electronics mechanics, railway technical workers, warehouse workers, and aircraft mechanics have been identified by more than one installation

TABLE 2-1 PERSONNEL REQUIREMENTS COMPARED WITH AVAILABLE PERSONNEL  
1985 CIVILIAN MINI-MOBILIZATION EXERCISE

INSTALLATION	1 OPM & CEDD TALLIES	2 WARMAPS	3 DIFFERENCE (COL 1 & 2)	4 OPM & CEDD NET AVAILABLES	5 PERCENT FILL (COL 4 ÷ COL 1)	6 SHORTFALL 100% - COL 5
CONCORD NAVAL WEAPONS STATION	2564	1935	- 629			
MILITARY SEALIFT COMMAND, PACIFIC	204	229	+ 25			
NAVAL AIR REWORK FACILITY, ALAMEDA	1538	943	- 595			
NAVAL AIRSTATION, MOFFETT	89	67	- 22			
NAVAL ELECTRONIC ENGINEERING COMMAND, VALLEJO	10	125	+ 115			
NAVAL FACILITIES ENGINEERING COMMAND, SAN BRUNO	92	86	- 6			
NAVAL STATION, TREASURE ISLAND	31	47	+ 16			
NAVAL SUPPLY CENTER, OAKLAND	426	746	+ 320			
OAKLAND ARMY BASE	470	367	- 103			
PRESIDIO OF SAN FRANCISCO	1187	519	- 668			
TRAVIS AIR FORCE BASE	308	246	- 62			
<b>SUBTOTAL</b>	<b>6919</b>			<b>3250</b>	<b>47%</b>	<b>53%</b>
MICCLELLAN AIR FORCE BASE	3274	2354	- 920			
MATHER AIR FORCE BASE	179	104	- 75			
SACRAMENTO ARMY DEPOT	452	2304	+ 1852			
<b>SUBTOTAL</b>	<b>3905</b>			<b>3401</b>	<b>87%</b>	<b>13%</b>
DEFENSE DEPOT, TRACY	152	875	+ 744			
SHARPE ARMY DEPOT	472	303	- 169			
<b>SUBTOTAL</b>	<b>624</b>			<b>519</b>	<b>83%</b>	<b>17%</b>
CASTLE AIR FORCE BASE	32	7	- 25	29	91%	9%
FORORD	480	1298	+ 818	54	11%	89%
USMC LOGISTICS BASE BARTSTOW	15	2033	+ 2018	5	33%	67%
NAVAL AIRSTATION LEMOURE	147	150	+ 3	111	76%	24%
<b>TOTALS</b>	<b>12,122</b>			<b>7,369</b>	<b>61%</b>	<b>39%</b>

TABLE 2-2 OCCUPATIONAL SHORTAGES IN DOD INSTALLATIONS AND DEFENSE RELATED INDUSTRIES,  
1985 CIVILIAN MINI-MOBILIZATION EXERCISE

OCCUPATIONAL CODE	OCCUPATIONAL TITLE	DOD INSTALLATIONS: TOTAL SHORTAGE	NUMBER OF INSTALLATIONS REPORTING THESE AS CRITICAL TO MISSION ACCOMPLISHMENT <sup>1</sup>	NUMBER OF POSITIONS NEEDED BY RESPONDING DEFENSE RELATED INDUSTRIES <sup>1</sup>	NEED DEFINED BY MORE THAN ONE INDUSTRY
203	Personnel Clerks	54			
303	Miscellaneous Clerks	63	1	150 <sup>2</sup>	Yes
346	Logistics Managers	79		204	Yes
356	Data Transcribers	61			
525	Accounting Technicians	51	2		
1102	Contract and Procurement Personnel	71	2	1060	Yes
2005	Supply Clerks	156	5		
2102	Transportation Clerks	104	1		
2602	Electronic Measuring Equipment Mechanics	90	2	1000	Yes
2604	Electronics Mechanics	168	4		
8292	Aircraft Electrical Systems, Repair Personnel	146	1	1000	Yes
3359	Instrument Mechanics	73			
3545	Pier Facilities Workers	56			
4602	Blockers and Bracers	411			
5736	Brakers, Switchers and Conductors	55	2		
6502	Explosive Operators	151			
6641	Ordnance Equipment Mechanics	168			
6907	Warehouse Workers	177			
6914	Store Workers	51			
8255	Pneumatic Systems Mechanics	104			
8602	Aircraft Engine Mechanics	167			
8852	Aircraft Mechanics	163	2	1000	

<sup>1</sup>Based on requirements provided by nine of the 16 respondents

commander as critical to the accomplishment of the installations' post-mobilization mission. Table 2-2 also compares the ADPA and NSIA assessments of their San Francisco Bay area members' needs for skilled personnel with the DoD installations' needs. In five instances the same skills are needed by more than one of the industries. Details of the combined assessments from ADPA and NSIA are contained in Appendix D.

#### DETERMINATION AND REPORTING OF REQUIREMENTS

Responses to the OSD October questionnaire (Appendix B) indicate that many of the CPOs were confident of their estimates of mobilization civilian new hire requirements. (A summary of the replies to the OSD questionnaire is contained in Appendix G.) However, some CPOs stated mobilization authorization documents for their installations were outdated and, in one case, the mobilization table of distribution and allowances (MOBTDA) for a major tenant unit had not been developed. The accuracy of those installations' new hire requirements information is questionable.

Most of the CPOs we questioned stated that the WARMAPS information for their installations did not agree with the estimates of requirements that the CPOs reported. We substantiated the CPO's statements by comparing the information shown in columns 1, 2, and 3 of Table 2-1. There are inconsistencies existing between civilian personnel requirements as reported by the installations and the WARMAPS statements of these same requirements as shown in column 3. These inconsistencies have resulted in confusion and lack of confidence in the stated correct civilian personnel needs for the installations.

#### AUTOMATED INFORMATION SYSTEMS

OPM and CEDD personnel found manual processing of the large amounts of civilian manpower requirements information to be tedious, time-consuming, and frustrating. The lists of occupational needs submitted by some of the installations

lacked logical order, and the processing of these requirements probably introduced errors that were not apparent and that could not be corrected during the short exercise period.

An automated system developed by the Sacramento OPM area office facilitated the management of the large volume of personnel data produced by the installations in that area. The automated system arranged requests in ascending Civil Service or DOT occupational code order. This arrangement is the same as the files of available personnel maintained by both the OPM and CEDD offices. This uniformity helped speed the processing of requests and in some cases permitted CEDD and OPM personnel the time to verify the installations' requests and improve their accuracy during the exercise. This type of system would obviously improve the management of civilian personnel requests during a mobilization.

The system developed by the Sacramento OPM office was used subsequent to the exercise to arrange all of the requests from San Francisco Bay area installations. The final product was a vast improvement over the results of the manual effort used during the exercise.

#### CROSSWALK

OSD had developed a computer program that would match Civil Service occupational codes to corresponding DOT occupational codes. We verified the accuracy of this automated matching process, the crosswalk, by comparing the selections made at the installations during the exercise with those listed in the automated crosswalk. An examination of the selections of 12 installations revealed that the correlation between the selection matches and those in the crosswalk was 83 percent. Use of the automated crosswalk will save time and should improve the accuracy of the installations' submissions for civilian personnel to the local employment offices.

## MOBILIZATION PLANNING BY INSTALLATIONS

Civilian mobilization planning varied among installations, ranging, depending on the time dedicated to it, from thorough to almost non-existent. At some installations, specific personnel in the CPO's office were designated to perform mobilization planning. In others, mobilization planning was assigned as an additional duty to personnel working in the CPO's office.

## CALL-UP OF PERSONNEL

At every installation, civilian personnel subject to military draft, Reserve call-up, or retiree recall to active duty were identified. At some installations, these potential losses also were factored into the computations of civilian mobilization requirements. At many installations, the CPOs expressed concern about the potential recall of military retirees who constitute a key element in the civilian work force.

## MOBILIZATION MANPOWER REQUIREMENTS FOR PRIVATE INDUSTRY

The NSIA and ADPA assessments show that few of their member defense-related industries had conducted mobilization manpower planning.

NSIA and ADPA sent out 42 questionnaires and received 16 responses, a 38 percent return. One response was from a law firm to which the questions did not apply. Most of the industries reporting indicated they had not identified employees with military obligations. The assessments revealed that the industries had made no plans on how to replace potential losses to military service. Almost half of the respondents indicated that they would rely on local employment offices, such as the CEDD, to replace lost workers or fill vacancies. Two thirds of the industries had not determined their total manpower requirements for mobilization; one out of three said they maintained files of their retirees who would be rehired if necessary. One of the 15 industries indicated it was not a prime contractor producing basic items, while two said they did not consider themselves sub tier contractors producing parts

and components for basic items. Only one of the respondents stated that its subcontractors had developed mobilization requirements. More than half of the industries indicated that they would compete with nearby DoD installations for civilian manpower during a mobilization. Details of the NSIA and ADPA assessments are in Appendix D.

During the January meeting the industry representatives present stated that the lack of mobilization planning was the result of not having the mobilization production requirements necessary to develop such plans. They said that they did not know for what type of contingency they should plan.

#### COMPETITION FOR MANPOWER

Most of the exercise participants, both public and private, agree that there will be competition for scarce manpower among DoD installations and with the private sector. The exceptions are in outlying areas; Castle Air Force Base and Fort Ord at Monterey, where the level of competition is not high because there are no defense-related industries nearby. We agree that there will be competition for available manpower and the need for additional critical skills will generate more intense competition. In our view, the degree of competition cannot be quantified because:

- The structure of a wartime industrial economy and the elimination or diminishment of non-essential industry is unknown. We cannot predict what additional civilian manpower may become available from non-essential industries.
- The current state of Industrial Preparedness Planning (the planning for the industrial base to produce essential materiel to support national defense objectives) does not enable a large portion of the private defense related industrial sector to make precise manpower projections of manpower requirements.

The possible solutions to this competition are complex and involve matters of policy, which must be addressed with other agencies of the Federal Government and industry.

### Competition with the Private Sector

Most of the CPOs (all in the San Francisco Bay Area) were convinced that, during a mobilization, private industry would compete for their highly skilled workers. The CPOs acknowledged that the higher wages and increased benefits offered by the industries could induce workers away from DoD installations. The concern that private industry would attempt to recruit DoD workers was strengthened in part by the results of the NSIA and ADPA assessment and the remarks of the industry representatives at the January meeting. Industry representatives stated that inducements would be in the form of higher wages, in the absence of wage controls, or additional benefits.

### Competition Among DoD Installations

Department of Defense Directive (DODD) 3005.6 requires that, "When competition between DoD components for workers becomes a problem at the local level, a committee to resolve these conflicts shall be established with representatives of each concerned component." Accordingly, regional meetings were held during the exercise to provide a forum for the CPOs to exchange ideas about mobilization and develop procedures to promote voluntary sharing of new employees among installations during mobilization. As a result of these meetings many CPOs indicated the procedures and authorities in DODD 3005.6 are inadequate to enable the committees to resolve issues resulting from the scarcity of new employees during a mobilization. When mission capability is not a contentious issue, the committee members can agree to allocate civilian manpower, depending upon command approval and the employees willingness to accept employment with a particular installation.

However, when mission capability is in jeopardy, the committees, as presently authorized and organized, cannot resolve competition among installations for new recruits. The problem of dealing with competition among multi-Service or Agency installations is complex. There is a divergence of opinion on the feasibility of

local cooperative allocation under these conditions. No local system or structure can establish priorities among installations' missions without concurrence of higher authorities who assign missions. In the absence of delegated authority to local commanders, mission priorities and civilian personnel allocations must be developed at the appropriate command level in each of the competing Services or Agencies. If the Services or Agencies cannot resolve the issues, final adjudication would rest with OSD. Results of the exercise indicate that considerably more thought and planning are required to prepare local committees to deal with shortages of critical civilian manpower.

The committees did provide the means for discussing matters of mutual interest. Information exchanged in both committee meetings provided useful suggestions to OPM and CEDD to improve the civilian personnel management system. The committees can also arrange transfers of employees between installations and control, to some degree, recruitment of employees among DoD installations. The committee membership cooperated in identifying and attempting to resolve civilian manpower issues that developed during the exercise. The committees should be retained but their roles and authorities must be more clearly defined.

#### NONCOMBATANT EVACUATION OPERATIONS (NEO)

All of the CPOs stated that they would use DoD employees evacuated from overseas posts. They expressed hope that some method for identifying the skills of these personnel and their final destinations could be developed so that their skills could be used in mobilization planning. Such a system does not currently exist for all Services. A DoD-wide system could be helpful to both alleviate some of the civilian personnel shortfalls at the installations and facilitate the managing of DoD employees during noncombatant evacuation operations.

### CONSCIENTIOUS OBJECTORS

The CPOs agreed that conscientious objectors could be used to a limited degree, but skepticism prevails whether people with such inclination would be willing to work for DoD in any capacity during mobilization or war.

### CIVIL SERVICE RETIREES

OSD and some of the installations have determined, on the basis of recent surveys, that a large number of Civil Service retirees are able and willing to return to work for DoD during mobilization. Some of the installations have developed lists of their DoD retirees and have surveyed them regarding their availability for work during a mobilization.

### EMPLOYEES BORROWED FROM THE PRIVATE SECTOR

The results of a Employees National Job Service Committee (ENJSC) survey indicated that a large number of California industries would be willing to lend workers temporarily to DoD installations during mobilization.<sup>1</sup> The exercise results and statements of industry representatives attending the January meeting, indicated that some skills in the San Francisco Bay area may be so scarce that such lending will be impossible. However, there may be enough workers elsewhere with the skills needed in the Bay Area who could be transported there to meet the need.

Assuming that there are adequate skills available, there is also the issue of bridging the gap of eligibility for compensation and benefits between the public and private sector for a limited time. Another issue to be resolved is the unknown status of mobilization requirements that might be levied on any specific industry. If mobilization commences from a stable posture then there is a reasonable belief that the workers will be available. If mobilization is proceeded by some appreciable

---

<sup>1</sup>Subsequent to the exercise the Comptroller General ruled that borrowing employees from the private sector was not allowed under current rules and regulations

period of industrial surge, the affected industries might not be able to release employees and may, in fact be looking for additional employees to meet their industrial surge requirements. Consequently, there is an element of scenario related uncertainty in the ENJSC survey.

#### NON-DOD GOVERNMENT EMPLOYEES

An additional source of workers may be Civil Service workers employed by other Federal agencies in the central California area. Appendix H contains a comparison of the skills of non-DoD Civil Service workers and the installations' shortages in the San Francisco and Sacramento areas. Depending on the number of personnel that might be released by other Federal agencies, a portion of the shortages could be filled. Agreements must be developed between DoD and the other Federal agencies concerning the release of these employees, particularly addressing the length of time that they would work for DoD. This method of overcoming some of the shortfall requires additional evaluation.

#### EXERCISE ARTIFICIALITIES

The exercise did not include participation of all DoD installations in the area. Had all participated, the installations' civilian personnel requirements would have been greater. Defense-related industry involvement in the exercise was limited, but significant. If more industries had participated in the exercise the total requirement for workers undoubtedly would have been greater. The missions of DoD installations and the mobilization production objectives of defense-related industry were not related, and no priority for accomplishing either of these ends was established for the exercise.

We learned that OPM offices do not maintain standing registers for many of the required skills. OPM officials stated that some of these skilled positions could be filled but 15 to 30 days would be required to open registers and process applications. In a labor intensive area such as the San Francisco Bay area it is doubtful that many

skilled personnel will still be seeking employment 15 days after a mobilization begins. The CEDD office also indicated that it was difficult to determine if a single candidate had applied to more than one installation due to the lack of time to screen each applicant adequately. Therefore, double counting of available applicants is possible. The CEDD and OPM offices do have a large number of clerk stenographers, clerk typists, clerks and data transcribers on their registers. These were not applied against the installation requests because the Civil Service occupational skill codes information provided by the installations was too general to match the DOT codes.

It is difficult to predict how the national economy would change during a major mobilization involving a restructuring of national industrial priorities. Therefore, the ability of the CEDD and OPM to meet the DoD installations civilian manpower requirements was based on the availability of manpower that existed at a specific time in peacetime. Furthermore, the inadequacy of industrial mobilization manpower requirements planning and the uncertainty of the additional manpower which may be available as a result of the reduction or elimination of unessential private sector industrial activity, prevent an objective evaluation of the degree of competition for manpower between public and private defense-related industries.

It was impossible, during the exercise, to determine how advertising for job openings resulting from a mobilization would effect the installations' ability to hire additional personnel.

#### CONTRACT COMMERCIAL ACTIVITIES

Contract commercial activities at DoD installations have increased substantially in recent years. The DoD inventory report of commercial activities shows that, during fiscal year 1984, the 20 installations participating in the exercise contracted out 6,180 work year equivalents of commercial activities. This effort, averaging slightly more than 300 work year equivalents per installation, included such

services as custodial, housekeeping, aircraft maintenance, aircraft refueling, engineering, data processing, flight training, medical, and pier operations.

It was beyond the scope of the exercise to examine the effects of mobilization on contract commercial activities. Nevertheless, we believe that the magnitude of commercial activities and the types and varieties of services performed requires continuing analysis of the installations' projected commercial activities mobilization. Accounting for contract commercial activities is a WARMAPS data element; however, none of the 20 installations' WARMAPS reports contained any information relating to contractor manpower, including pre-M-day data which is readily available.

#### ILLEGAL ALIENS

In conversations with CEDD personnel, during and subsequent to the exercise, we learned that the CEDD does not screen job applicants to determine whether they are aliens and, if so, whether they are documented, legal residents in the United States. Discussions with CPOs revealed that many believe that the CEDD verifies the legality of applicants' residency in the United States before referring job applicants. CEDD, however, said that they do not perform this function. Although most CPOs queried had no plans to hire aliens at the outset of mobilization, many would consider hiring them if workforce shortages became critical. In California it will, therefore, be necessary for CPOs to determine citizenship of job applicants and the residency status of aliens. Similar requirements would exist in other jurisdictions that follow California's practice.

### 3. CONCLUSIONS AND RECOMMENDATIONS

The 1985 civilian personnel mini-mobilization exercise was conducted (1) to determine the potential availability of civilian manpower in the central region of California and (2) to assess the progress DoD has made in improving its readiness to mobilize a DoD civilian workforce, since the conduct of the 1982 Virginia Tidewater Civilian Mobilization Exercise.

Our analysis focused on four aspects of a civilian personnel mobilization: manpower requirements of industry; manpower requirements for DoD installations; reporting of the installations' civilian personnel mobilization requirements through Service headquarters to the Office of the Secretary of Defense; and development of the means to provide enough qualified personnel to satisfy the requirements. We observed that some improvement has been made in DoD's ability to mobilize the civilian workforce; however, more effort must be expended to ensure the effectiveness of such a mobilization. Our conclusions and recommendations relative to each of the four areas of analysis are presented below.

#### MANPOWER REQUIREMENTS OF INDUSTRY

The defense-related industries in the San Francisco Area that responded were, with one exception, not well informed about mobilization requirements and consequently had not planned adequately for mobilization. We recommend that ASD(FM&P) in conjunction with ASD(A&L), continue efforts with the Services, Defense and Federal Agencies and defense-related industries to establish meaningful civilian manpower mobilization requirements for industry.

#### MANPOWER REQUIREMENTS FOR DOD INSTALLATIONS

Most of the installations' CPOs had general knowledge of their installations' mobilization requirements. However, there will be competition among the DoD

installations for skilled workers, and some clearly defined method of allocation should be devised. We recommend that ASD(FM&P) revise the provisions of DoD Directive 3005.6 that provide for local civilian personnel committees' allocation of available civilian manpower among DoD installations, to provide clear guidelines and to recognize that conflicting priorities may require resolution at higher command levels.

The CPOs at the installations participating in the exercise have screened their military eligibles and to a degree have planned for their loss. However, some of the installations are determining civilian personnel requirements based on information from outdated mobilization authorization documents. In one case requirements were being developed even though no authorization document existed. This casts doubt on the validity of stated civilian personnel mobilization requirements.

In addition, none of the installations included in their determination of requirements the existence of contract commercial activities. The inability of contractors to expand commercial activities sufficiently could affect the activities of the installation workforce during a mobilization. Contract commercial activities must be considered in determining civilian personnel mobilization requirements to provide a better understanding of the installations' entire civilian personnel mobilization requirement.

We recommend that ASD(FM&P) review Service regulations that implement the guidance contained in DoD Instruction 1100.19 "Wartime Manpower Planning Policies and Procedures," August 3, 1982 and DoD Handbook 1100.9.H, "Wartime Manpower Program Guidance," August 1982 to ensure that those regulations comply with OSD guidance, particularly in regard to determining civilian personnel mobilization requirements. ASD(FM&P) should request the Services to review the procedures for determining civilian personnel mobilization requirements during annual installation inspections.

## REPORTING CIVILIAN PERSONNEL MOBILIZATION REQUIREMENTS

The civilian manpower mobilization requirements information submitted by the installations is not being reflected in all instances in WARMAPS. This results in questionable information at the Services Headquarters and OSD.

We recommend that ASD(FM&P), in conjunction with the Services and Defense Agencies, resolve the discrepancies between DoD installations' requirements and the WARMAPS data. ASD(FM&P) should also require the Services and Agencies to include information relating to contract commercial activities in WARMAPS reports so that the commercial activity manpower mobilization requirements can be factored into the overall civilian manpower mobilization requirements.

## DEVELOPING MEANS NOW TO PROVIDE PERSONNEL AT A LATER DATE

The current shortage of certain civilian personnel skills will impact seriously on the ability of most of the installations in the central California area to meet their mobilization requirements. Shortages of these same skills will affect adversely the surge capability of some, if not all, of the defense-related industries located in that area. The large demand for and short supply of certain occupations could cause intense competition between DoD installations and defense-related industries for skilled personnel during a mobilization.

In addition to the skilled personnel shortage, another problem exists in the use of a manual system to process large numbers of civilian personnel requirements. We found such a system inefficient and possibly ineffective in matching available skills with the installations' and, where applicable, the defense-related industries' personnel requirements. The use of a manual system during a mobilization would inhibit the installations and defense-related industries to expand their civilian work force in a timely manner. However, the automated crosswalk developed by OSD that matches Civil Service occupational codes to the DOT occupational codes is an accurate and useful means to manage civilian personnel requirements information.

There are some potential sources of personnel that might be available to DoD for use in overcoming personnel shortages at the DoD installations. They include employees of other Federal agencies, individual mobilization augmentees, mobilizing military personnel of late deploying units, and employees of the private sector who could be loaned to DoD installations. Procedures also would be needed at the installations to identify and facilitate hiring alien workers if that becomes necessary during a mobilization.

In light of the foregoing, we offer the following additional recommendations:

- In an effort to solve the personnel skill shortage, the ASD(FM&P), in conjunction with ASD(A&L), should assist the Department of Labor in complying with the provisions of Executive Order 10490, as amended, "Administration of Civil Defense Mobilization Programs," Section IV, "Labor Supply" (Appendix I) which require the Department of Labor to, "formulate plans, programs, and policies for meeting defense and essential civilian labor requirements". This assistance should include providing the Department of Labor the list of shortfalls in critical occupations (as determined by the Military Departments and Defense Agencies) for both defense-related industries and DoD installations.
- The ASD(FM&P) in conjunction with the Department of Labor, the Office of Personnel Management, the state employment offices, and the Military Departments should determine the feasibility of developing an automated system for processing civilian personnel mobilization requirements. The system should be developed for nationwide use and be capable of using both Civil Service and the DOT occupational codes.
- ASD(FM&P) should examine the potential for utilizing federal employees who work for agencies other than DoD.
- The ASD(FM&P) should develop plans and procedures to utilize military personnel who are individual mobilization augmentees or members of late deploying units. Personnel from either of these groups could be used if their employment at the installations was compatible with their military occupation speciality and their period of employment was of limited duration.
- ASD(FM&P) in conjunction with the Immigration and Naturalization Service should give wide dissemination to the practices of State and local jurisdictions' employment offices concerning screening of applicants for illegal residency status and the requirements for determining their status at the installation level where applicable.

**APPENDIX A**

**ASD(MI&L) MEMORANDUM, SUBJECT:  
CIVILIAN MOBILIZATION EXERCISE, 23 APRIL 1985**



THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON D C 20301-4000

23 APR 1985

MANPOWER,  
INSTALLATIONS  
AND LOGISTICS

MEMORANDUM FOR ASSISTANT SECRETARY OF THE ARMY (M&RA)  
ASSISTANT SECRETARY OF THE NAVY (M&RA)  
ASSISTANT SECRETARY OF THE AIR FORCE (MRA&I)  
DIRECTOR, DEFENSE LOGISTICS AGENCY

SUBJECT: Civilian Mobilization Mini-Exercise

The Port Call mobilization exercise scheduled for this fall provides an excellent opportunity for the Department to test its readiness to mobilize its civilian work force. Staff from my office, the Services, and DLA have already discussed the possibility of holding a civilian mini-exercise in the San Francisco-Sacramento-Monterey region of northern California. (Meeting attendees at Enclosure 1.) The Bay Area was chosen because of its very high DoD civilian employment and the presence of all four Services as well as DLA.

This test would closely parallel the civilian mini-exercise held in the Tidewater region of Virginia as part of the Proud Saber exercise during the fall of 1982. The Bay Area test, run concurrently with Port Call, would evaluate how well we've improved since the 1972 test and specifically the adequacy of our civilian mobilization procedures such as those for (1) recruiting workers, (2) coordinating hiring needs among installations, (3) estimating wartime employment requirements, and (4) screening workers with Reserve or military retiree obligations. We also hope to examine closely for the first time the possible problem of competition for skilled labor between DoD installations and surging defense industries. (The mini-exercise description at Enclosure 2 furnishes further details.)

I request the full participation of each of the Services and DLA in preparing for and conducting the civilian mobilization Bay Area mini-exercise. Dr. Larry Lacy (x56030) and Mrs. Elaine Babcock (x50711) from my office are managing the planning for this test. Please call them with your point-of-contact by May 8th.

*Elaine Babcock*  
Elaine Babcock  
M&C Assistant Secretary of Defense  
(Manpower, Installations, and Logistics)

Enclosures (2)

Civilian Mobilization Mini-Exercise Meeting

April 16, 1985

<u>Attendees</u>	<u>Organization</u>	<u>Phone</u>
Larry Lacy	OASD(MI&L)CPP&R	56030
Elaine Babcock	OASD(MI&L)MR	50711
Bruce Sorrell	OP-14	45677
Grace Hodges	OP-605E	71107
Mike Hilert	DLA	274-6335
Gary Oos	AF/MPKX	42499
George Mueller	LMI	44176
Patricia Insley	LMI	44176
Anne Tedrick	DAPE-CPP, Army	70989
Roger Gemar, Maj	Mil Postal Svc Agency	325-9221
Richard Leonard	Mil Postal Svc Agency	325-9221/8044

## FY 86 CIVILIAN MOBILIZATION MINI-EXERCISE

Location: San Francisco - Sacramento - Monterey Area

Time: During Port Call world-wide exercise

Participants:

Army, Navy, Air Force, and Marine Corps  
Defense Logistics Agency  
U.S. Employment Service  
Office of Personnel Management  
Federal Emergency Management Agency  
State of California  
Representatives of Private Industry  
Labor Unions

Questions:

1. Can DoD recruit the workers it needs during mobilization?
2. Are WARMAPS requirements estimates valid?
3. How can DoD and defense industries avoid disruptive competition for workers?
4. Are existing procedures sufficient to prevent competition for new workers among DoD Components?
5. Have DoD installations screened their employees for those with reservist and military retiree obligations?
6. Are installations prepared to recruit DoD civilian retirees for emergency reemployment?
7. How useful are the OPM-DOT occupational code crosswalk and the Mobilization Manpower Planners' Handbook?

Procedures:

1. Northern California installations go to full mobilization for mini-exercise.
2. Installations validate estimates of mobilization labor needs and check extent of employee screening.

3. Installations determine need for outside hiring after accounting for reassessments of current workers and going to longer workweek.

4. Installations coordinate needs, where appropriate, among themselves and take lists of job openings to California Employment Commission.

5. Installations and CEC work with representatives of private employers and labor unions to check possibilities for DoD borrowing workers.

**APPENDIX B**

**ASD(FM&P) MEMORANDUM, SUBJECT:  
BAY AREA CIVILIAN MOBILIZATION MINI-EXERCISE,  
15 OCTOBER 1985**



FORCE MANAGEMENT  
AND PERSONNEL

THE OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301-4000

15 OCT 1985

MEMORANDUM FOR INSTALLATION POINTS-OF-CONTACT

SUBJECT: Bay Area Civilian Mobilization Mini-Exercise

As the time for our Mini-Exercise nears, we'd like to thank you for your initiative and hard work toward making the Mini-Exercise a success. We have all put in a lot of time and effort, and we will now see just how good our civilian mobilization plans are. We have enclosed detailed assumptions and procedures for your guidance during the exercise. Procedural questions should be addressed to your Service/Agency point-of-contact, as shown in the enclosure. We will be in the Bay Area during the Mini-Exercise and hope to speak with or see most of you during this time. We are looking forward to a realistic Mini-Exercise and to your evaluation input on how well our procedures work.

Larry W. Lacy  
Senior Labor Economist  
Resource Management and  
Support  
DoD Civilian Mini-Exercise  
Co-Chair

Elaine P. Babcock  
Associate Director  
Mobilization Planning and  
Requirements  
DoD Civilian Mini-Exercise  
Co-Chair

cc:

Army, Steve Arnold, DAPE-CPP  
Navy, Bruce Sorrell, OP-14D  
Air Force, Gary Oos, OPCX  
Marine Corps, Maj John Hogan, MPP-48  
Defense Logistics Agency, LTC Milton Dahlke, DLA-LC

**Bay Area Civilian Mobilization Mini-Exercise  
San Francisco Area Installations**

**Overview:** During the the PORT CALL mobilization exercise, scheduled for late fall, DoD will test its readiness to mobilize its civilian workforce. This will be done in a Civilian Mobilization Mini-Exercise in the San Francisco Bay Area. Twenty facilities representing all four Services and the Defense Logistics Agency (DLA) will participate. The Mini-Exercise will test whether we have adequate plans, procedures and authorities to recruit the civilian workers we need during a mobilization.

**Scenario:** Although the Mini-Exercise is associated with PORT CALL and will take place during the same (still-classified) time-frame, it will not follow the PORT CALL scenario. The scenario for this mini-exercise features a short warning, followed by full mobilization to fight a worldwide war. This scenario is discussed in unclassified form at Enclosure 1. We are using a worldwide Defense Guidance-type scenario because it is very demanding of civilian manpower and because it is the only scenario for which we have consistent cross-Service civilian requirements estimates.

**Installation Groupings:** Installations are grouped according to the lists shown below. Installations in or close to San Francisco and Sacramento will form two committees which will meet to discuss the allocation of projected new civilian hires in shortage occupations per DoDI 3005.6, "Civilian Mobilization Planning and Management," and the applicable implementing Service regulations. This is discussed in the "Procedures" section, below.

**San Francisco Area Committee:**

Concord Naval Weapons Station  
Military Sealift Command, Pacific Area  
Naval Air Station, Alameda  
Naval Air Station, Moffett  
Naval Electronics Engineering Center, Vallejo  
Naval Facilities Engineering Command, San Bruno  
Naval Station, Treasure Island  
Naval Supply Center, Oakland  
Oakland Army Base  
Presidio of San Francisco  
Travis Air Force Base

**Sacramento Area Committee:**

Defense Depot, Tracy  
Mather Air Force Base  
McClellan Air Force Base  
Sacramento Army Depot  
Sharpe Army Depot

Outlying Installations, not on a Committee:

Castle Air Force Base  
Fort Ord  
Marine Corps Logistics Center, Barstow  
Naval Air Station, Lemoore

Exercise Assumptions:

- o No deferments from military draft.
- o Half of men, age twenty only, will be drafted. Those current workforce positions filled by twenty-year olds to be drafted should be selected on a random basis.
- o All military reservists will be called to active duty.
- o All non-disability military retirees under age 60 will be recalled to active duty, unless they have been screened out as key employees.
- o Each Service delegates emergency-indefinite hiring authority to its installations on Day 1 of the Mini-Exercise.
- o Installations will assume they have whatever other authorities are necessary to immediately proceed with hiring personnel. Whatever assumptions of authorities are made will be reported at the end of the Mini-Exercise.
- o Each installation will deal only with employment needs in the geographic region covered by this exercise. Do not include openings at sites not within the overall geographic region covered by the Mini-Exercise.
- o Each installation will assume that applicable Service/ Agency mobilization plans are implemented on Day 1 of the Mini-Exercise.

Procedures for San Francisco Area Installations:\*

o The exact dates of the exercise are still classified. If you have access to the PORT CALL XPLAN (for dates only), Day 1 of PORT CALL is also Day 1 of the mini-exercise. We will call each installation's mini-exercise point-of-contact when the dates become unclassified. We anticipate this will occur about ten days before the exercise starts.

o On Day 1 of the mini-exercise, each installation, acting alone, takes its own openings for the first 180 days of mobilization to the local California Employment Development Department (CEDD) office with which it usually deals. Each opening should be specified with appropriate Dictionary of Occupational Titles code. Installations will use the microfiche cross-walk provided by their Service points-of-contact (see below). The format for the information to be provided to the CEDD offices is at Enclosure 2. Copies of your input should be delivered to the DoD Mini-Exercise Co-Chairmen at their Presidio office (see room number below).

o Each installation on Day 1 also takes its mobilization openings for the first 180 days to the Office of Personnel Management (OPM) area office in San Francisco, except for three occupations. The three exceptions are (1) engineers - which should be submitted to OPM, Los Angeles, (2) engineering technicians - which go to OPM, Sacramento, and (3) computer specialists - which go to OPM, Phoenix. Civilian hiring needs in these three occupations should be phoned to the OPM area points-of-contact listed below. Do not include health professionals in the lists of openings given to either CEDD or OPM. The format for the information to be provided to OPM is at Enclosure 3. Do not use Standard Form 39. Copies of your input should be delivered to the DoD Mini-Exercise Co-Chairmen at their Presidio office (see room number below).

o San Francisco area CEDD offices will merge requests from the eleven DoD installations and compare them with their current lists of job seekers. CEDD will then prepare a table comparing mobilization openings with applicants in each occupation or occupational group. CEDD assumes that no potential hiree has applied for work at more than one local office. CEDD uses reasonable latitude in matching openings for specific DOT codes with workers from closely related occupations. CEDD does not consider Civil Service grade levels in filling jobs.

o OPM area offices (San Francisco, Los Angeles, Sacramento, and Phoenix) also compare consolidated installation requests with files of job applicants. OPM tries to match applicants and

\*See list on page 1 to define the area for your installation.

openings by grade level for the San Francisco installations, keeping them separate from other installations.

o The installations form a committee, as shown above, to meet with representatives of CEDD and OPM. Each Service is free to determine its membership on the committee. The Naval Station, Treasure Island, chairs the San Francisco Committee. The Chair is responsible for arranging a place for the group to meet.

o This group of DoD, CEDD, and OPM representatives, meeting on Day 9, merges the CEDD and OPM supplies of applicants and compares them to the installations' consolidated hiring needs by occupation. It is assumed no potential hiree has applied to both OPM and CEDD. Based on their understanding of the Bay Area employment market, members together estimate for each occupational group the probable degree of difficulty of filling jobs in an actual military crisis. They discuss how it would be possible to allocate available civilian hires in shortage occupations among local installations. The multi-Service committee recommends procedures for use during an actual emergency.

o Three members of the San Francisco Committee, one from each Service, will meet the morning of Day 10 with CEDD staff and members of the Employers National Job Service Committee to discuss the feasibility of voluntary industry-DoD sharing of scarce workers. This group will examine the following questions and others they decide are appropriate:

1. Do private employers engaged in non-defense related activities in the San Francisco area have the types of workers that DoD would need during mobilization?

2. Would some of these private employers be willing to lend workers to DoD during a national crisis?

3. Would DoD compensate the borrowed workers directly or, instead, reimburse their regular employers for salaries and other benefits?

4. How would retirement and health and life insurance benefits be provided?

5. Would workers be willing to leave their permanent employers temporarily to work for DOD during a national crisis?

6. What reemployment assurances should the private employers provide to those workers shared with DoD?

7. What Federal laws and regulations hamper sharing?

If necessary, the full San Francisco Committee will have a second meeting on the afternoon of Day 10.

Exercise Coordination and Evaluation:

Larry Lacy and Elaine Babcock, the DoD Mini-Exercise Co-Chairman, will be in the Bay Area to answer questions and gather data. Their Bay Area offices will be at the Phillip Burton Federal Building, Room 9052, phone 415/556-3075, and at the Civilian Personnel Office, AFZM-CP (Mrs. Babcock), The Presidio, San Francisco, CA 94129-5300, phone 415/561-4378 or 561-2430 (AV 586-4378 or 586-2430). They will be supported by Jim Drennan and George Mueller of the Logistics Management Institute (LMI). Mr. Drennan will observe the Mini-Exercise activities and collect data. They will collect copies of all installations' requests to CEDD and OPM as well as all CEDD and OPM reports on the supply of applications. LMI staff will also prepare reports on the results of the meetings of Service representatives with OPM, CEDD, and the ENJSC. After the exercise, LMI staff will collect comments from each participating installation. Comments will, as a minimum, specifically address the following questions:

1. Are installations confident of their mobilization civilian new hire requirements? Are WARMAPS civilian requirements estimates valid?
2. Can installations recruit the workers they need during mobilization?
3. How can DoD and defense industries avoid disruptive competition for workers?
4. Are existing procedures sufficient to prevent competition for new workers among DoD Components?
5. Have DoD installations screened their employees for those with reservist and military retiree obligations?
6. Are installations prepared to recruit DoD civilian retirees for emergency reemployment?
7. How useful are the OPM-DoT occupational code crosswalk and the Mobilization Manpower Planners' Handbook?
8. How big a problem will the military draft, reservists called to active duty and military retirees recalled to active duty be for civilian mobilization?
9. How many and what kind of civilian jobs could be filled by conscientious objectors?
10. Are there civilian jobs which could be converted to military? How many and what kind?
11. What "competition" problems have installations experienced or do they expect to experience in mobilization? Include competition for employees with other installations as well as with private industry.

12. What other authorities did you need to exercise, other than the emergency indefinite hiring authority?

13. What is your assessment of the impact of civilian shortfalls on mission capability?

14. What five to ten shortage civilian occupations do you consider most critical to mission accomplishment?

o A post-exercise meeting of exercise participants will be held in December or January to assess the lessons learned and the need for remedial actions.

Key Mini-Exercise Personnel:

o DoD: Elaine P. Babcock, OASD(FM&P), Associate Director, Mobilization Planning and Requirements, 202/695-0711 (AV 225-0711).

o DoD: Larry W. Lacy, OASD(FM&P), Senior Labor Economist, 202/695-6030 (AV 225-6030).

o Army, Steve Arnold, DAPE-CPP, Personnel Management Specialist, 202/695-5564 (AV 227-9493)

o Navy: Bruce Sorrell, Chief of Naval Operations, Civilian Personnel Policy Division, OP-14D, 202/694-5677 (AV 224-5677)

o Air Force: Gary Oos, OPCX, Personnel Management Specialist, 202/694-2464 (AV 224-2464)

o Marine Corps: Maj John Hogan, MPP-48, Manpower Mobilization Plans Officer, 202/694-1358 (AV 224-1358)

o Defense Logistics Agency: LTC Milton Dahlke, DLA-LC, Logistics Plans Officer, 202/274-6335 (AV 284-6335)

o CEDD: Ron Gurney, CEDD Regional Administrator, 415/464-4121

o OPM: Wayne Goodman, Staffing Division, San Francisco Region OPM, 415/974-9764

o OPM Los Angeles for engineers: Darrel Davidson, 613/984-3575.

o OPM Sacramento for engineering technicians: Jim Key, 916/551-1450.

o OPM Phoenix for computer specialists: Eileen Peck, 602/261-6750.

Points-of-contact at each participating installation are as follows:

Army

Oakland Army Base  
Gloria Girolami  
AV 859-2404 415-466-2404

Presidio of San Francisco  
Don Binder  
AV 586-2871 415-561-2871

Fort Ord  
Bill Greenwell  
AV 929-3706 408-242-3706

Sharpe Army Depot  
Karen Schultz  
AV 462-2633 209-982-2633

Sacramento Army Depot  
Herb Goodfellow  
AV 839-3277 916-388-3277

Navy

NARF, Alameda  
Mary Marks  
AV 686-3833 425-869-3833

NAS, Moffett Field  
Ron Scott  
AV 462-5027 425-966-5027

Supply Center, Oakland  
Bob Davis  
AV 836-6535 425-466-6535

Naval Station, Treasure Island  
Larry Bartholemew  
AV 869-6491 415-765-6491

Military Sealift Command, Pacific  
Perry Pecoriello (Silver Spring, MD)  
AV 291-5712 301-427-5712

Weapons Station, Concord  
Christine Reese  
AV 253-5411 415-671-5411

Naval Elec. Sys. Eng. Center, Vallejo  
Ray McWay  
AV 253-6637 707-554-6637

Naval Facilities Eng. Com., San Bruno  
George Gunning  
AV 859-7144 425-877-7144

NAS, Lemoore  
Bennie Harrell  
AV 949-3071 209-995-3071

Air Force

Travis AFB  
William R. Reichert  
AV 837-2104 707-438-2104

McClellan AFB  
Bob Vopacke  
AV 633-3181 916-643-3181

Mather AFB  
Barry Koyama  
AV 828-4114 916-364-4114

Castle AFB  
Joseph Trask  
AV 347-2516 209-726-2516

DLA

Tracy Depot  
Jim King  
AV 462-2633 209-467-9341

Marine Corps

Logistics Base, Barstow  
Maj Mattson  
AV 282-6775 619-577-6801

## UNCLASSIFIED MOBILIZATION PLANNING SCENARIO

### Summary Scenario involving full mobilization with a worldwide conventional conflict of 3 years duration, after 60 days of rising tensions:

Unrest in the Persian Gulf reduces oil supply for the Free World to the point of enactment of international energy sharing arrangements. After a short period of rising tensions, conflict ensues between a Persian Gulf nation and the Soviet Union. U.S. and Soviet forces become engaged in the conflict in the Persian Gulf area which escalates to a global conflict involving North Atlantic Treaty Organization (NATO)/Warsaw Pact and Korea/United Nations (UN) forces. The period of increased tensions causes the United States to take the following kinds of actions during the month preceding the decision to deploy forces: evacuation of U.S. Nationals from the Persian Gulf area directed, domestic energy conservation measures instituted, recall of 100,000 reservists ordered, Declaration of National Emergency to invoke authorities of International Emergency Economic Powers Act against selected nations made in consultation with Congress, Military Sealift Command/Military Airlift Command/Sealift Readiness Program/Ready Reserve Force/Civil Reserve Air Fleet (CRAF) alerted, foreign military and nonmilitary support to friendly nations increased, initial surge production of critical war reserve materiel items directed, fill of Department of Defense war reserve stocks implemented, and forces for U.S. Central Command (USCENTCOM) alerted for deployment.

Shortly before M-Day, the President amends and extends an earlier Declaration of National Emergency, after consulting with Congress about requirements of the National Emergencies Act, and on M-Day commits U.S. ground forces in the Persian Gulf conflict. Partial mobilization is declared, CRAF II is activated, and deployment of the USCENTCOM units to Southwest Asia with substantial ground and carrier-based air support is begun.

Soon thereafter, the President orders full mobilization, Selective Service System (SSS) induction at 100,000 per month begins, CRAF III is activated and the U.S. and Soviet forces are engaged in conventional air and naval combat in the Persian Gulf area. Warsaw Pact forces begin mobilizing against NATO and the U.S./NATO allies react with progressive buildup. Warsaw Pact forces attack with conventional weapons including chemical agents, and NATO resists. U.S./NATO allies declare war against the Soviet Union and prepare for a protracted conflict. North Korea attacks South Korea and U.S. and Soviet air and naval forces and their respective allies engage in combat in the Pacific because of Soviet efforts to interdict the Sea Lines of Communications (SLOCs). The intensity of the combat increases during the first two months. For the next ten months, moderate-to-light contact continues in Western Europe with moderate casualties and severe resource attrition. NATO allies then mount a major offensive to regain lost territory and restore pre-war boundaries. Later, a worldwide ceasefire is negotiated followed by a negotiated peace at the three-year mark following M-Day.

Post-war actions of the United States are aimed toward rebuilding the military strength with an induction rate of 50,000 per month. Additionally, the United States continues to support the rehabilitation of Western Europe. The President establishes National post-war economic objectives and requests legislation and appropriations from Congress. The United States meets its economic recovery goals during the three-year recovery period.

MOBILIZATION MANPOWER NEW HIRE REQUIREMENTS

CEDD FORMAT

JOB TITLE

DOT CODE\*

NUMBER NEEDED

\*Installation's best guess as to DOT code which fits their need.

MOBILIZATION MANPOWER NEW HIRE REQUIREMENTS

OPM FORMAT

NUMBER NEEDED

LOCATION\*

JOB TITLE

GRADE

SERIES

\*Only fill in if vacancy to be filled is at a location other than the installation requesting OPM assistance.

**APPENDIX C**

**CALIFORNIA BAY AREA MOBILIZATION MINI EXERCISE LIST  
OF EVENTS AND ACTIONS**

**TABLE C-1. CALIFORNIA BAY AREA MOBILIZATION MINI-EXERCISE, LIST OF EVENTS AND ACTIVITIES**

DATE	EVENTS AND ACTIVITIES
12 Nov 1985	Installations develop civilian personnel mobilization requirements in appropriate format for submission to California Employment Development Department (CEDD) and Office of Personnel Management (OPM)
14 Nov	Installations submit requirements to CEDD and OPM  Copies of requirements are provided to OSD and LMI observers. LMI observer analyzes requirements information to determine the installations' ability to use DoD cross walk that matches Civil Service occupational codes to DOT occupational codes  CEDD and OPM search files of available personnel and attempt to match them with the installations' requirements
19 Nov	CEDD and OPM return submissions with matches of available personnel to the installations. CEDD and OPM notify regional committee chairperson what shortages of skills exist to meet installations' requirements
20 Nov	Regional committee meet to allocate available personnel to fill personnel needs contested among installations. OSD and LMI observers monitor the activities of these meetings
21 Nov	Regional Committee chairperson provides allocation results to installations for their review  OSD observer meets with Service representatives and representatives from the National Job Service Committee, CEDD, OPM, and the Federal Emergency Management Agency to discuss the concept of borrowing manpower from industry in a mobilization
22 Nov	Installations review results of committees' allocation decisions and begin to answer questions contained in the OSD October 15, 1985 memorandum  Arrangements are made for installations to provide answers through the Service representative to LMI observer
22 Jan 1986	OSD observer meets with installation representatives to discuss preliminary findings of exercise
23 Jan 1986	OSD observer, installation representatives meet with defense related industry representatives to discuss industries' needs for skilled personnel and the impact of competition for personnel between industry and the DoD installations



**APPENDIX D**

**ADPA AND NSIA ASSESSMENT OF THEIR MEMBER'S NEEDS  
FOR CIVILIAN PERSONNEL**

TABLE D-1. INDUSTRY RESPONSES AS A PERCENTAGE BY TYPE RESPONSE, 1985 CIVILIAN MINI-MOBILIZATION EXERCISE

	YES	NO	PARTIALLY	NOT KNOWN	NOT APPLICABLE	UNANSWERED
1 Has your organization projected manpower requirements in the event of mobilization?	7%	93%				
2 Has your organization provided manpower projections to a Federal, State or Local Agency? (If so please identify specific agency in the remarks section)	7%	86%		7%		
3 Has your organization identified employees who as members of the Guard or reserve could be expected to be ordered to active duty in the event of a mobilization?	7%	79%		7%		
4 Has your organization identified employees in the primary Selective Service groups (19-20 years i.e. those who may be drafted)?	20%	80%				
5 Has your organization planned to replace critical employees who would be called to active duty in the event of a mobilization?		86%		7%		
6 Does your organization conduct a training program that could quickly provide replacements for employees who depart because of a mobilization?	7%	73%	13%	7%		

Note: Based on 15 Returns.

TABLE D-1. INDUSTRY RESPONSES AS A PERCENTAGE BY TYPE RESPONSE, 1985 CIVILIAN MINI-MOBILIZATION EXERCISE (CONTINUED)

	YES	NO	PARTIALLY	NOT KNOWN	NOT APPLICABLE	UNANSWERED
7 Does your organization require assistance from Federal, State, or local employment agencies to satisfy manpower requirements?	32%	47%	21%			
8 If your organization has not determined total manpower requirements for mobilization has it determined requirements to double production?	13%	67%	7%	13%		
9 If your organization has not determined total manpower has it determined requirements to triple (three full shift operations) your productive output?	7%	72%	7%	7%	7%	
10 Does your organization maintain a file of your retired personnel who might be offered employment with your organization or another where their skills could be utilized?	33%	67%				
11 Is your organization considered a prime contractor?	66%	7%	27%			
12 Is your organization considered a sub-tier contractor?	67%	13%	20%	7%		

Note: Based on 15 Returns

TABLE D-1. INDUSTRY RESPONSES AS A PERCENTAGE BY TYPE RESPONSE, 1985 CIVILIAN MINI-MOBILIZATION EXERCISE (CONTINUED)

	YES	NO	PARTIALLY	NOT KNOWN	NOT APPLICABLE	UNANSWERED
13 Do the subcontractors who assist your organization develop mobilization manpower requirements?	7%	14%		58%	21%	
14 Do you anticipate that your organization would compete with nearby Department of Defense installations for civilian manpower in the event of a mobilization	53%	21%	13%	13%		

Note Based on 15 Returns

**TABLE D-2. TYPES AND QUANTITIES OF SKILLS NEEDED AS IDENTIFIED  
BY RESPONDING INDUSTRIES**

	NUMBER REQUIRED <sup>1</sup>
A Aerospace Engineers	27
B Civil Engineers	0
C Electronic Engineers <sup>2</sup>	936
D General Engineers	902
E Electronics Technicians <sup>2</sup>	93
F Engineer Technicians <sup>2</sup>	33
G Industrial Engineer Technicians	800
H Contract and Procurement Managers <sup>2</sup>	1060
I Inventory Managers	1502
J Equipment Maintenance Specialists <sup>2</sup>	5
K Production Control Specialists <sup>2</sup>	1507
L Quality Control Specialists <sup>2</sup>	2214
M Quality Assurance Specialists <sup>2</sup>	1711
N Aircraft Mechanics	0
O Electronics Mechanics <sup>2</sup>	1000
P Heavy Mobile Equipment Mechanics <sup>2</sup>	1000
Q Industrial Equipment Mechanics	1003
R Instrument Mechanics	1003
S Computer Specialists/Programmers <sup>2</sup>	204
T Machine Tool Operators <sup>2</sup>	1030
U Sheet Metal Workers <sup>2</sup>	1025
V Machinists	5543
W Assemblers	7000
X Welders	4000
Y Recruiters	1800

<sup>1</sup> More than 90% of the number required are attributed to one claimant who based requirements on available capacity.

<sup>2</sup> Indicates skills vital to two respondent industries that did not provide the quantities needed

**APPENDIX E**

**OPM DEVELOPED DATA SHEETS OF INSTALLATIONS' PERSONNEL  
NEEDS AND AVAILABLE CANDIDATES.**

**DECEMBER 13, 1985**



United States  
**Office of  
Personnel Management**

San Francisco Region  
Office of the Regional Director  
211 Main Street  
San Francisco, California 94105

In Reply Refer To

Yours Reference

SFR:SD:WG:st

Ms. Elaine Babcock  
Associate Director - Mobilization Planning &  
Requirements  
OASD/MI & L (MR)  
Room 3D265  
Pentagon  
Washington, D.C. 20301

DEC 13 1985

Dear Mr. Lacy:

We apologize for the time it took to get this information to you. While computers work fast, getting work done with computers is not always fast. We found the Civilian Mobilization Mini Exercise very educational. As the result of our participation, we believe we are in a better position to respond quickly in the event of a real need. We found that our registers of eligibles in many cases would meet the DoD needs. In some cases, past experience shows that those who could actually be employed might be significantly less than the number available, none-the-less we would expect to be able to meet, especially with the California Employment Development Department's available candidates, the majority of the needs within 15 days and many of the rest within 30 days. The exercise provided experience which showed that OPM and the California Employment Development Department can cooperate effectively, and that our systems can be made compatible. The cooperation which EDD provided was excellent and would be invaluable in a real mobilization.

The exercise did uncover two situations that would create problems in an actual mobilization. The exercise showed that in many needed occupations we do not maintain standing registers. Thus, we would need to open these examinations and process applications before we could provide candidates. This process would take from 15 to 30 days. Since we must operate in a cost effective manner in normal times, this problem cannot be avoided.

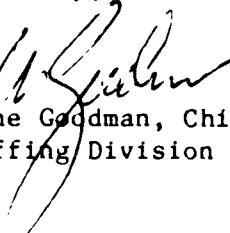
The other factor that would slow our referral process is the lack of clear priorities at the offset of such a mobilization. Given the overlapping geographic availability of many candidates, some priorities by occupations and installations would be very helpful.

Attached are the data sheets showing the installations' needs, our available candidates, and in the San Francisco and Sacramento areas the California Employment Development Department's available candidates.

The attachments do not specify the geographic codes we used. Since these varied and are somewhat complex, we decided not to include them and try to explain them. They are available if you need them. But if you recognize that there will be some candidates included for more than one vacancy, or at more than one grade level, you may not need this information. In a real thing, our referral process would eliminate this duplication.

Our participation in the exercise was educational and positive, we hope you have similar reactions. If we can be of further help, please let us know.

Sincerely,

  
Wayne Goodman, Chief  
Staffing Division

Attachments

cc: Ron Gurney  
California EDD

MOBILIZATION REQUIREMENTS - SAN FRANCISCO AREA

Date as of 11/20/85

Explanation of Terms

CASE EXAM - There are no standing registers. An announcement would be issued and candidates available in 15 to 30 days.

PAC - These positions are covered under special Schedule B appointing authority. Upon approval by OPM, agencies examine for their own vacancies.

DELEX - Authority to examine for these positions has been delegated to an agency.

FAES - The FAES clerical register would be used to fill these positions. In those occupations requiring specialized experience, the eligibles would be screened for the specialized requirements. The registers include the following eligibles:

Clerk Steno	GS-3	50
	GS-4	62
	GS-5	14

Clerk Typist	GS-2	1426
	GS-3	2182
	GS-4	2005

Clerk	CS-2	2512
	GS-3	3037
	GS-4	2909

Data

Transcriber	GS-2	1420
	GS-3	992

The EDD column shows the eligibles that the California Employment Development Division had that appear to match the Federal classifications. This was obtained by a cooperation effort between specialists from the two offices. In some cases, the EDD's categories do not provide a find breakout by grade level. Thus, the EDD eligibles have been shown under the lowest grade level but some of the eligibles may qualify for higher grade levels. In these cases, the space in the EDD column for the higher grades have been left blank.

卷之三

15 of 1130 pages

卷之三











## SACRAMENTO AREA

CFO CODE	JOB TITLE	D.O.T. NUMBER	GRADE LEVEL	MATHER SACRAMENTO			TOTAL REQ'D	TOTAL AVAIL	OPM AVAIL	END AVAIL	TOTAL AVAIL	DIFFERENCE	NOTE:
				AFB REQ'D	AFB REQ'D	AD REQ'D							
SAFETY MGR	Safety Mgr	018	012	6	1	1	7	7	7	7	11	-4	
SECURITY MGR	Security Mgr	088	189	9	14	1	14	1	1	1	7	7	
PIREFIGHTER-INST	PIREFIGHTER-INST	081	9										1
PIREFIGHTER	PIREFIGHTER	081	373	7/6/5	9	19	19	19	19	39	39	-20	
POLICE OFFICER	POLICE OFFICER	083	375	5/7	8	8	8	8	8	38	38	-30	
GUARD	GUARD	085	372	4	99	99	99	99	99	172	172	-73	
SOCIAL SCI SP	SOCIAL SCI SP	191	11	2			2	2	2	9	9	-7	
PERS MGT SPEC	PERS MGT SPEC	291	9		1		1	1	1	0	0	1	
PERS STFG CLK	PERS STFG CLK	293	4		31		31	31	31	130	931	-900	
MIL PERS CLK	MIL PERS CLK	294	4		31	3	34	941	159	1100	1100	-1066	
PERS STFG SPEC	PERS STFG SPEC	212	9/11	61		61	61	32	32	32	29	29	
SUPV POS CLASS SP	SUPV POS CLASS SP	221	12		1		1	1	1	0	0	1	
SPEC. ANALYST	SPEC. ANALYST	391	11/9/7	64	3	67	67	1038	261	1299	1299	-1278	
CLERK	CLERK	393	5/4/3	29	1	21	21						
MAIL/FILE CLK	MAIL/FILE CLK	395	4		12		12	757	239	996	996	-984	
SECRETARY	SECRETARY	319	4/5	64	1	11	76	104	718	822	822	-746	
CLR TYP	CLR TYP	322	3/4	76	1	10	87	841	1374	2215	2215	-2128	
COMPUTER OPER	COMPUTER OPER	312	9/8/7	14	2	2	18	25	30	42	42	-47	
COMPUTER SPEC	COMPUTER SPEC	334	9/11	25			25	25	30	72	72	-47	
SUPV COMP ASST	SUPV COMP ASST	335	8		1		1	1	1	0	0	1	
COMPUTER CLK/ASST	COMPUTER CLK/ASST	335	4/5	13	1	3	17						
MNIST ANAL	MNIST ANAL	343	9/11	22		22	22	22	34	34	34	-12	
MNIST A.	MNIST A.	344	5/6	11	3	1	15						
PUM ANAL	PUM ANAL	345	9/11	23	2	4	29	29	42	5	5	24	
LOG MGR	LOG MGR	346	11/12	53			53	53	53	0	0	53	
EQUIP OPER	EQUIP OPER	359	4		2		1	3	17	139	139	-122	
DATA TRANSMR	DATA TRANSMR	356	3	59		2	61	195	402	597	597	-536	
COMMU RELAY OPER	COMMU RELAY OPER	399	6/8	5		5	5			63	63	-58	
COMMU MGR	COMMU MGR	391	11		2		2			0	0	2	
COMMU OPER	COMMU OPER	392	6		6		6			45	45	-39	
COMMU SPEC	COMMU SPEC	393	11/12	3			3			0	0	3	
PUNIS MGR	PUNIS MGR	501	11/12	5		5	6			29	29	-23	
CUST ANALYST	CUST ANALYST	501	5		1		1			0	0	1	
ACCOUNTANT	ACCOUNTANT	519	11/12	25	1	26			25	25	25	1	
ACCTG CLK/TECH	ACCTG CLK/TECH	525	9/7/5	29	4	24			105	105	105	-81	
CASHIER	CASHIER	539	7		1		1			260	260	-259	
VOUCHER EXAMINER	VOUCHER EXAMINER	549	5		1		1			0	0	1	
PAYOUT CLK/TECH	PAYOUT CLK/TECH	544	5	28	1	1	22		77	77	77	-55	
MIL PAY CLK	MIL PAY CLK	545	5/6	2		1			40	40	40	-37	
BUDGET OFFICER	BUDGET OFFICER	569	12/11/9	4		2			6	13	13	-7	
MEDICAL OFFICER	MEDICAL OFFICER	602	13/14	2					2	1	1	1	
NUISSE	NUISSE	619	9		3		3		11	11	11	-8	
MEDICAL LAB TECH	MEDICAL LAB TECH	645	7	24			24		17	17	17	7	
OPTOMETRIST	OPTOMETRIST	662	11/12	3		3			0	0	0	3	
PHLICAL CLERK	PHLICAL CLERK	679	4	12			12		12	540	25	565	-553
DENTAL OFFICER	DENTAL OFFICER	699	11/12	1		1			1	1	1	0	
DENTAL ASST/AD	DENTAL ASST/AD	681	4	13			13		13	13	13	0	
INDUSTRIAL HYGIENIST	INDUSTRIAL HYGIENIST	699	11/12	9		9			9	9	9	9	

HEALTH TECH AID	139	10	10	2	2	8
CANALIAN DACTINEL	891	13/12/11	9	78	78	-69
DATA TECH	892	11/9/7	29	1	39	-42
SUPER CIVIL ENGR TRN	1892	9	1	1	72	-7
MATERIALS ENGR	896	11/12	5	1	8	-29
ARCHITECT	897	11/12	2	2	25	-29
CONSTRUCTION INSPE	899	7	3	3	25	-35
DALIN DRAFTSMAN	818	5/6/8	4	1	5	-56
DRAFTSMAN ENGR	819	9/11	2	2	112	-119
INDU ENGR	839	11/12	5	5	82	-83
ELCTY ENGR	859	12	4	4	26	-26
ELCTRONIC ENGR	855	7/9/11/12	146	83	339	-422
ELCTRONIC TECH	856	9/11	85	1	116	-770
ALLOSPACE ENGR	861	7/9/11/12	21	21	54	-33
CHMICAL ENGR	893	7/9/11/12	2	2	180	-180
IND ENGR	896	9/11	20	29	13	-23
ATTORNEY	995	12	16	1	17	2
CONTACT REP	962	8	2	2	8	-6
LEGAL CLEK	986	6	9	9	5	4
ILLUSTRATOR	1029	7/9	10	1	11	17
PUBLIC AFFAIRS SPEC	1035	11	1	1	15	-14
PHOTOGRAPHER	1069	9/7/5	2	5	7	-29
TECH PUB WRITER	1093	9	6	6	81	-75
EDITORIAL CLERK/ASST	1097	5	4	4	80	-76
PRODUCTION MGT SPEC	1101	5/7/9/11	82	9	226	-135
CLUB MGR	1101	12/11	2	2	0	2
CLM CNTN MGR	1101	6	1	1	9	1
PUBLIC & CONTRACT SPEC	1102	5/7	69	69	0	60
PUBLIC & CONTRACT SPEC	1102	9/11	75	7	82	11
PURCHASING AGENT	1105	5/7	1	2	3	-25
PUBLIC ASST/CLERK	1106	7/5/4	46	1	48	35
CLM STORE MGR	1114	11	1	1	15	-14
CLM STORE MGR	1114	5	1	1	0	1
INDUSTRIAL SPEC	1159	11/12	2	2	5	-3
PRODUCTION CONTRL	1152	5/6/7/9	8	1	24	-196
HOUSING MGT ASST	1173	8/5	2	2	6	-4
PHYSICAL SCI TECH	1311	4/6	2	2	22	-40
PHYSICAL SCI TECH	1311	10	2	2	0	2
QHSTST	1320	11	3	3	2	1
COMPUTER SCI	1559	12	5	5	0	5
PRODUCTION SPT AIDE	1601	4	30	30	180	-570
FACILITY MGR	1649	9	1	1	226	-95
EQUIP SPEC	1679	7/9/11	125	6	131	-226
TRAINING TECH	1702	8/5	2	2	0	2
TRAINING INST-NAV	1712	11	3	3	0	3
TRAINING INSTRA	1712	9/11	1	6	7	5
CRIMINAL INVEST	1811	9	3	1	4	-4
QUALITY ASSUR SPEC	1919	9/11	28	10	38	-43
GEN SUPPLY SPEC	2001	7/9/11	33	1	34	-367
GEN SUPPLY SPEC	2003	12/11/9	6	3	9	-391
SUPPLY CLEK	2005	3/4/5	100	16	116	-1334
SUPPLY TECH	2005	6/7	94	2	99	-302
INVENTORY MGT SPEC	2019	7/9/11	116	3	116	-401
SUPPLY CATALOGER	2050	9	1	1	300	-285
SALFS STORE ORDER KEE	2091	3	3	6	100	-299

TRANS SPAC	2101	9	3	3	16	16
TRANS CLK	2102	7	8	8	38	-13
TRAFFIC MGT SPAC	2130	9/11	2	2	406	-22
FREIGHT RATE ASST	2131	5/7	21	21	221	-404
SHIPMENT CLERK	2134	6/5/4/3	1	1	1038	-268
TRANS LOSS DNG LOAN	2135	5	3	3	1436	-1399
CAND SONNILEN	2144	7	17	17	98	-87
TELEPHONIC MGR	2150	9/11	9	1	63	-46
TELEPHONIC MGR	2302	10	1	1	302	-293
WIRE COMM CABLE SMC	2504	10/9	2	10	17	1
WIRE COMM EQ IN/RPR	2511	10/8	2	3	36	-5
WIRE COMM PD IN/RPR	2511	5	3	3	36	-31
ELECTRONIC MEAS EQ	26042	11	4	8	0	3
ELECTRONICS MECH	2604	8/10/11	169	1	8	8
ELECTRONICS MECN	2604	5	50	59	0	50
ELEC IND MACH MACH	2606	11	2	2	0	2
DIGITAL COMP MACH	2608	12	1	1	368	-334
ELEC INTRC SYST MACH	2610	12	34	34	195	-191
ELECTRICAL EQ RPR	2854	19	7	3	63	-79
AIRCRAFT ELECTRICIAN	2892	7/9/10	111	2	129	-178
FABRIC WORKER	3105	8/10	7	1	93	186
OPTICAL INST RPR	3106	8/7	2	2	3	-1
OPTICAL INST RPR	3106	10	3	3	100	-97
INSTRUMENT MACH	3159	5	5	5	0	5
INSTRUMENT MACH	3159	11/10/8	99	2	101	-249
PROJ EQ RPR	3164	10	2	2	13	337
MANAGINIST	3414	11/10/8	2	3	4	-2
MACHINIST	3414	5	3	3	78	-73
WORKER TRAINEE	3501	4?	10	3	10	-7
LABORER	3502	2	8	10	0	10
MASON	3603	10	1	1	3779	-3771
SPILLER	3703	10	1	1	34	-33
DETERMULATOR	3711	8/9	4	1	6	-79
HAT THEATER	3712	10	2	5	7	-13
SHEETMETAL MTL	3806	10/8	1	2	11	-11
SHEETMETAL MTL	3806	5	2	3	13	-11
PAINTL IN METAL WASH	3809	9	72	72	141	-69
LOCKSMITH	3817	8	1	1	6	-5
AIR/HOT INFLAT TANK SE	3859	9	1	1	380	-379
METAL TANK SEALER	3858	5	15	15	0	15
PICTURE PRINT	3910	5	2	2	0	2
EQUIPMENT FINISHER	4101	5	2	2	0	2
PAINTER	4102	9/7	2	8	104	-94
PIPE FITTN	4204	10	4	4	41	-37
PLUMBER	4206	9	2	3	56	-57
OFFSET PRESS OPERATOR	4417	7	2	2	7	-5
SILK SCREEN PRINT	4419	9	1	1	14	-13
BLICHER/BRACER	4602	7	3	3	724	-721
MONOMAKER	4604	7	29	8	111	-111
MOULDRAFTSMAN	4605	11/10	5	1	120	-120
CARPENTER	4607	9	4	2	27	-262
UTILITY SVS RPR/OPER	4742	10	12	14	242	-202
MAINTENANCE MECH	4749	9/8	2	2	208	-208
SHelter MECN	4801	7/8	12	12	150	-138
SHelter MECN	4801	5	10	10	0	10

METH CLOTH RPN	4048	9	20	1	2	1	29	1	1	10	10	10	377
CARDIEN	5003	4								0	0	0	-357
CHIOLINICS MBLH	5301	8/10	20	6	1	27	47	86	132	132	132	132	-105
A/C MECH	5306	9/10	10	7	7	7	5	41	46	46	46	46	-139
BOTTLE PLANT DU	5309	9/10	10	8	8	8	22	176	198	198	198	198	-190
IND BD MBLH	5312	9/10	10	41	1	44	37	378	415	415	415	415	-371
POWER SUP SYST MBLH	5318	10											-47
UTILITY SYS OPER	5346	11	4	1	5	9	43	52					
SIMULAT DISP PLAT UP	5408	9	7		7	7	32	32	-25				
PULV. INST SYR OPEN	5413	8	18		18	18	41	41	-21				
SANULASTAR	5423	5		1	1	1	4	4	4	-3			
NON DEST THSTEN	5439	11		2	2	2	11	11	11	-9			
AIRPORT HEATFL. VEH 05791	10	12		12	12	63	63	63	51				
MTN VEH OPER	5701	5/6/7	32	2		34	268	268	-234				
FUND LIFT OPEN	5704	4/5	7	1	8	8	303	303	-295				
TRACTOR OPERATOR	5705	5		4	4	4	125	125	125	-121			
HVY MOBILE BD MBLH	5801	9/10	18	1		19	4	147	147	151	-132		
MOBILE BD SERVICER	5806	5		2		2	161	161	161	-159			
AUTO MECH	5823	10/8	4	3	1	8	19	295	314	-306			
GEN BD EXAMINER	6901	7		1	1	1		0	0	0	0	0	1
MATERIAL HANDLER	6901	4		1	1	1	637	637	637	-636			
TOOLS & PARTS ATTEN	6904	6		1	4	5	384	384	-379				
WAREHOUSE WORKER	6907	4/5	197	6	40	243	1410	1410	-1167				
MATERIALS EXPEDITER	6919	7		1	1	1	81	81	-80				
MATERIALS SORTER/CLAS	6912	6		14	14	14	90	90	-76				
STORE WORKER	6914	4		7	7	7	862	862	-855				
PERSONAL FLT BD OP	6967	7		1	1	1		0	0	1			
AI/NKPT MPP LOADER	6968	7	34		34		775	775	-741				
PALKER	7002	6/4	23	1	6	30	11	333	344	-314			
PHASENATION PALKER	7004	5/6	17		17	212	212	212	-195				
COOK LAUN	7044	8		2	2	2	45	45	-43				
PLATWHEEL	7047	6		3	3	3	15	15	-12				
HYDRAULIC SYS	7055	9/14	7		7	21	505	526	-519				
AI/NKPT PHAL 9Y9 ME	8068	10		3	3	3	0	0	3				
AIRCRAFT PART	8052	10/8		3	3	155	136	291	-288				
AIRCRAFT ENG REAI	8092	10	2		2	2	173	173	-171				

## REHABILITATION REQUIREMENTS - SACRAMENTO AREA OFFICE, U.S. O.P.M.

AS OF: 11/29/85

## FACTORY / STOCKTON AREA

G.R.O. CODE	JOB TITLE	SERIES NUMBER	D.O.T. CODE	GRADE LEVEL	DEFENSE DEPOT REQ'D	SHARPE ARMY OFICER REQ'D	TOTAL REQ'D	OPM AVAIL	EDD AVAIL	TOTAL AVAIL	DIFFERENCE
								DEF TRACY REQ'D	REQ'D	REQ'D	REQ'D
SAFETY MGR	SAFETY MGR	010	109	7	1	1	2	2	2	2	0
SECURITY ASST	SECURITY ASST	009	109	5	1	1	1	0	0	0	-7
GUARD	SECURITY CLERK	009	372	4	1	1	1	9	9	9	-8
ALCOHOL & DRUG COUN	ALCOHOL & DRUG COUN	101	11	1	1	1	12	13	53	66	-54
REFRIGERATION SPCL	REFRIGERATION SPCL	108	7	1	1	1	12	12	2	2	-1
RELATION ASST	RELATION ASST	109	5	1	1	1	1	1	10	10	-9
PERS MGT SPEC	PERS MGT SPEC	291	9	1	1	1	1	1	12	12	-11
PERS CLK (TYP)	PERS CLK (TYP)	203	5/4	7	1	1	5	5	55	55	-59
STAFFING ASST	STAFFING ASST	293	7	1	1	1	1	0	0	1	-1
PERS STPC SPCL	PERS STPC SPCL	212	9/11	1	1	1	1	1	1	1	0
LAB MGT SPCL	LAB MGT SPCL	239	11	1	1	1	1	1	1	1	0
EMPLOYEE DEV SPCL	EMPLOYEE DEV SPCL	235	12	4	4	4	4	4	1	1	1
CLERK (MISC)	CLERK (MISC)	301	4/3	3	3	3	2	2	66	66	-63
CLERK (MISC)	CLERK (MISC)	301	5	2	2	2	11	11	39	39	-37
CLERK	CLERK	303	5/4/3	11	59	44	103	47	106	106	-92
MAIL / FILE CLK	MAIL / FILE CLK	305	3	2	2	2	10	10	147	99	-236
CLK TYP	CLK TYP	322	3	1	1	1	1	1	15	2	17
COMPUTER DV ANAL	COMPUTER DV ANAL	334	11	1	1	1	1	16	3	19	-16
COMPUTER SPCL	COMPUTER SPCL	334	9	3	3	3	1	1	55	4	59
COMPUTER SPCL	COMPUTER SPCL	334	7	1	1	1	1	1	34	4	32
COMP ASST	COMP ASST	335	6	2	2	2	30	30	12	12	-11
COMPUTER CLK/ASST	COMPUTER CLK/ASST	335	3	1	1	1	1	1	7	7	-6
EXECUTIVE ASST	EXECUTIVE ASST	349	14	1	1	1	1	1	14	14	-13
PER MGR	PER MGR	349	12	1	1	1	1	1	1	1	1
ADMIN OFCR	ADMIN OFCR	341	9	1	1	1	1	1	1	1	1
MKT ANAL	MKT ANAL	341	9	2	2	2	1	1	1	1	1
MKT ASST	MKT ASST	344	7/6	3	3	3	3	3	39	39	-36
LOG MGR	LOG MGR	346	12	1	1	1	1	1	0	0	1
DATA TRANSCRIBER	DATA TRANSCRIBER	356	5/3	3	3	3	22	22	47	69	-66
ACCOUNTANT	ACCOUNTANT	510	9	1	1	1	1	1	7	7	-6
ACCTG CLK/TECH	ACCTG CLK/TECH	525	7/6/5	4	1	1	5	5	28	28	-23
WOUNDR EXAMINER	WOUNDR EXAMINER	540	5	2	2	2	1	1	2	2	0
PAYROLL CLK/TECH	PAYROLL CLK/TECH	544	5	3	3	3	1	1	5	5	-2
BUDGET ANAL	BUDGET ANAL	569	9	1	1	1	1	1	4	4	-3
ENGINEER TRAINEE	ENGINEER TRAINEE	809	4	1	1	1	1	1	2	2	-1
GEN HRL. ENGINEER	GEN HRL. ENGINEER	801	11	1	1	1	1	1	22	22	-21
DATA TECH	DATA TECH	802	9	1	1	1	1	1	9	9	-1
DATA TECH TRAINEE	DATA TECH TRAINEE	802	5	2	2	2	25	25	3	28	-26
CIVIL ENGR	CIVIL ENGR	810	9	1	1	1	2	2	0	0	2
IND ENGR TECH	IND ENGR TECH	895	10	1	1	1	1	1	2	2	-1
IND EXAM	IND EXAM	896	11	1	1	1	1	1	27	27	-26
ATTORNEY	ATTORNEY	905	13	1	1	1	1	1	1	1	1
VISUAL INFO SPEC	VISUAL INFO SPEC	1089	9	1	1	1	1	1	2	2	0
CONT OFCR/UNL REP	CONT OFCR/UNL REP	1101	9/8/7	6	6	6	3	3	3	3	3
PURCHASING ASST	PURCHASING ASST	1105	5/7	1	1	1	1	1	0	0	1
EQUIP SPCL	EQUIP SPCL	1670	7/9/11	3	3	3	7	7	-4	-4	3
CRIMINAL INVEST	CRIMINAL INVEST	1810	9	1	1	1	3	3	3	3	-2

NOTE: Numbers with a negative sign in the Difference Column indicate an excess of candidates and without the negative sign a shortage of candidates.

QUALITY ASSUR SPCL	1910	9/11	5	5	3	3	2
SUPPLY QUAL. ASSUR SPCL	1910	11	1	1	1	1	-2
SUPPLY SUPP MGT ANAL	2003	12	2	2	2	67	-65
SUPPLY MGT SPEC	2003	9	6	6	67	67	-61
SUPPLY CLERK	2005	3/4,5	39	39	109	168	277
SUPPLY SUPPLY TECH	2005	9	1	1	1	171	-238
DISIT FAC SPCL	2010	11,9	5	5	3	3	-179
TRANS ASST	2106	6	2	2	1	1	2
TRANS SPCL	2101	8,6	2	2	2	2	9
TRAFFIC MGT SPCL	2130	9	1	1	5	5	-1
LD TRANS CLAIMS CLERK	2131	6	1	1	2	2	-1
FLIGHT RATE ASST	2131	6,5	4	4	1	1	3
SHIPMENT CLERK	2134	6,5,4,1	49	16	63	106	-48
TRANS LOSS DPM, EXAM	2135	6	3	3	1	1	1
EL ELECTRIC ED KPA/102614	2139	12	2	2	45	29	9
EL ELECTRICIAN	2005	10	1	3	1	34	-31
EL ELECTRICIAN (INV)	2010	10	1	1	1	4	5
MACHINIST	3414	11,10,4	1	2	2	26	-24
LABORER	3502	3	1	1	1	599	-499
WELD'R	3703	12	1	1	1	73	-73
SUBSTRUCTURAL MACH	3806	19,9	4	4	5	6	-10
VEHICLE ED METAL WRK	3809	12	4	4	3	12	-11
SUPPLIEMENT	3829	12	1	1	1	9	1
PAINTER	4102	9,7	7	7	39	39	-32
PIPEFITTER	4294	10	1	1	1	19	-9
PLUMBER	4296	9	1	1	1	11	-11
BLDG/ERK, INSPECTOR	4602	7	1	1	1	9	1
MACHINEMAKER	4604	6,5	9	8	9	9	8
CARPENTER	4697	9	2	2	3	26	-27
MACHINEMAKER, SCAFFOLDING	4701	7	1	1	1	3	-2
PLANNER/ESTIMATOR	4701	8	1	1	1	3	-2
UTILITY SYS KPA/1026742	19	2	2	2	4	55	2
MAINTENANCE MACH	4749	12	2	2	2	59	-57
CRN ED OPER	4741	7	2	2	2	21	-19
CRN ED KPA	4807	12	1	1	1	1	1
CARDBOARD	5003	4	1	1	1	36	-35
PAINTER	5210	8,10	1	1	1	1	0
A.C. MGT	5306	8,10	1	1	6	7	-12
IND ED MACH	5352	8,10	7	7	3	51	-47
PUBL. DIST. SYS. OPTIM	5413	8	1	1	2	2	-1
NET/102707 TESTER	5419	11	11	11	11	9	11
CRAFT/1028 1028	5450	5	1	1	137	137	-136
PTW VDN 1028	5703	6,5	10	10	116	116	-106
FUEL LIFT OPTIM	5704	6,5,4	3	5	8	211	-203
PTW 1028 ED OPTIM	5716	9	1	1	20	20	-19
DRIVE ED OPTIM	5716	10	2	2	29	29	-18
MARINE PAINT IN	5723	11	1	1	1	1	1
TRACTON OPERATOR	5795	6,5	6	6	6	269	-254
CHAN/ OPER	5725	10	2	2	13	13	-11
BRK/H. SWING IN	5736	7	2	2	9	9	2
LAR/PAINTIVE 1224.H	5737	9	1	1	1	9	1
HOY MOBILE ED M221	5803	10,9	6	6	4	61	-59
CRN ED KPA	5806	10,7	3	3	11	11	-8
ADM, M221	5823	10,8	5	5	2	76	-73
ED/1028 1028 ED M221	5876	10	1	1	3	3	-2

N.A.S. LEMOURE

Grd CODE	Job TITLE	SERIES NUMBER	D.O.T CODE	GRADE LEVEL	REQ'D	ON H AVAIL	END AVAIL	TOTAL AVAIL	DIFFERENCE
	SAFETY SPEC.	918	912	7	4	3	1	1	3
	SECURITY SPEC.	989	189	7	3	3	1	2	1
	FIREFIGHTER	981	373	3	1	0	0	1	1
	POLICE OFFICER	983	375	4	3	1	3	4	-1
	ALCOHOLISM COUNS	102	7	7	1	1	1	1	0
	MAINT SVC SPEC	103	7	7	1	1	1	1	0
	CLM TRP	322	3	10	57	67	67	67	-57
	ADMIN OFFICER	341	9	2	1	1	1	1	1
	PROT ASST	344	4	3	3	3	3	3	0
	COMMO OPER	392	4	1	1	1	1	1	0
	AUDITOR	511	7	3	3	3	3	3	0
	BUDGET ASST	561	4	4	4	4	4	4	0
	ELECTRONIC TECH	856	6	3	16	3	19	19	-16
	PUBLIC AFFAIRS SPEC	1035	7	2	0	0	0	2	2
	CLUB MGR	1191	9	1	1	1	1	1	0
	PROC & CONTRACT SPEC	1102	7	3	3	0	0	1	1
	PURCHASING AGENT	1195	4	3	3	3	3	3	0
	HOUSING MGT SPEC	1173	9	1	1	1	1	1	0
	EQUIP SPEC	1679	5	4	4	4	4	4	0
	SUPPLY CLEK	2095	4	26	47	26	73	73	-47
	SHIPMENT CLERK (HHC)	2134	4	4	4	4	4	4	0
	CLAIMS CLERK	2135	4	3	21	3	24	24	-21
	TRANS SPEC	2159	7	3	3	0	3	3	0
	AIR TRAF CONN SPEC	2152	9	1	1	1	1	1	1
	AIR TRAFFIC ASST	2154	5	2	0	0	0	0	2
	ELECTRICIAN	2805	5	2	2	2	2	2	0
	LABORER	3502	2	3	3	3	3	3	0
	NON WORKER	4604	8	1	1	1	1	1	1
	PLANNER ESTIMATOR	4701	19	1	1	1	1	1	1
	CAT EQUIP OPER	4701	7	3	3	3	3	3	0
	PIST CONTLER	5026	7	1	1	1	1	1	0
	A/C MECH	5106	8	1	1	1	1	1	0
	BOTTW PLANT TU MCH	5109	8	1	1	1	1	1	0
	PUMP & PRT SYS MCH	5179	9	2	1	2	5	5	-3
	FULL DIST SYS UPTR	5413	6	14	1	1	1	1	13
	MTH VEH OPER	5702	6	4	4	4	4	4	0
	CRANE OPERATOR	5725	8	1	1	1	1	1	0
	AUT. MECH	5823	8	2	1	2	3	3	-1
	TOOLS & PAINTS ARTN	6904	6	2	2	2	2	2	0
	WAREHOUSE WORKER	6907	5	12	12	12	12	12	0
	PAINTER	7002	6	2	2	2	2	2	0
	AIRPORT ENG. MCH	8602	8	3	1	3	3	3	0

NOTE: Numbers with a negative sign  
in the Difference Column  
indicate an excess of candidates  
and without the negative sign  
a shortage of candidates.

## CASTLE AFB

CLASS	JOB CODE	TITLE	SERIES NUMBER	D.O.T. CODE	GRADE LEVEL	REQ'D	OPN'G	END AVAIL	AVAIL	TOTAL AVAIL	DIFERENCE
		MAN. SPAC (CAMP ACT)	184		9	1	1	1	1	1	0
		MAN. ASSY	344		6	1	1	1	1	1	0
		CLERK SPEC	393		9	1	1	1	1	1	0
		PMN QAL. ASSUR. SPEC	501		9	2	2	2	2	2	0
		BUNDLING CENTER MGR	1101		6	1	1	1	1	1	0
		OPEN MESS MGR	1101		11	1	1	1	1	1	0
		COMTRACT SPEC	1102		9	1	2	2	2	2	0
		HOUSING MGT SPEC	1173		9	3	3	3	3	3	0
		PRODUCE DEPT MGR	1144		6	1	1	1	1	1	0
		FACILITY MAINT COORDINATOR	2095		5	1	1	1	1	1	0
		SUPPLY TRASH	2095		7	2	2	2	2	2	0
		SUPPLY CLEAK	2095		5	2	2	2	2	2	0
		ELEC. IMTEC SYS MGR	2610		12	1	3	3	3	3	0
		ELECTRICIAN	2805		10	2	2	2	2	2	0
		ELECTRICIAN/MICRO VOL	2810		10	1	1	1	1	1	0
		FUEL DIST SIS MGR	4255		10	1	1	1	1	1	0
		ENTER	4607		9	1	3	3	3	3	0
		11th PLANT LU MGR	5199		10	2	1	1	1	1	0
		POWER SIS SIS MGR	5378		10	2	2	2	2	2	0
		REFUSE PLANT OPER	5482		10	1	1	1	1	1	0
		PLANT MTR	7407		6	1	3	3	3	3	0
		AIRPORT ENG. MGR	8632		10	2	2	2	2	2	0

NOTE: Numbers with a negative sign in the Difference Column indicate an excess of candidates, and without the negative sign a shortage of candidates.

MANPOWER REQUIREMENTS - SACRAMENTO AREA OFFICE, U.S. O.P.M.  
AS OF: 11/29/85  
MARINE CORPS LOGISTICS CENTER, BARSTOW

GRO CODE	JOB TITLE	SERIES NUMBER	O.O.T. CODE	GRADE LEVEL	REQ'D	OPM AVAIL	EDD AVAIL	TOTAL AVAIL	DIFFERENCE
	CIV ENGR TECH	692		7	1	1	1	1	0
	CIV ENGR TECH	692		11	2	1	1	1	1
	ENGR TECH	692		9	1	2	1	3	-2
	MECH ENGR TECH	692		9	1	3	0	3	3
	ARCH ENGR TECH	692		9	1	3	0	3	-2
	IND ENGR TECH	695		9	1	1	1	2	1
	IND ENGR TECH	695		10	3	0	0	3	3
MACH ENGR		830		9	1	43	0	43	0

NOTE: Numbers with a negative sign  
in the Difference Column  
indicate an excess of candidates  
and without the negative sign  
a shortage of candidates.

RECRUITMENT REQUIREMENTS: SACRAMENTO AREA OFFICE, U.S. O.P.M. AS OF: 11/20/85

MARINE CORPS LOGISTICS CENTER, BOSTON

CODE	JOB CODE	JOB TITLE	NUMBER	GRADE LEVEL	D.O.T. CODE	OPM REQ'D	EDD AVAIL	TOTAL AVAIL	EDD AVAIL	TOTAL AVAIL	DIFFERENCE
CIV	CIV ENGR TECH	892	7	7		1	1	1	1	1	0
	CIV ENGR TECH	892	11	11		2	1	1	1	1	-1
	ENGR TECH	892	9	9		1	3	3	3	3	-2
MECH	ENGR TECH	892	9	9		3	9	9	9	9	0
ARM	ENGR TECH	892	9	9		1	3	3	3	3	-2
IND	ENGR TECH	895	9	9		3	1	1	1	1	2
	IND ENGR TECH	895	10	10		3	0	0	0	0	3
MACH	ENGR	830	9	1	43	43	0	0	0	0	0

NOTE: Numbers with a negative sign in the Difference Column indicate an excess of candidates and without the negative sign a shortage of candidates.











APPENDIX F

CIVILIAN PERSONNEL SHORTAGES, CENTRAL CALIFORNIA,  
1985 CIVILIAN MINI-MOBILIZATION EXERCISE

TABLE F-1. CIVILIAN PERSONNEL SHORTAGES, SAN FRANCISCO AREA,\* 1985 CIVILIAN MINI-MOBILIZATION EXERCISE

JOB TITLE**	CONCORD NAV WPN STA	MSC PAC REWRK PAC	ALAMEDA NAVAIR STA	MOFFETT NAVAIR ENG CEN	VALLEJO NAVAIR CEN	SAN BRUNO NAVFAC ENG CEN	TREASIS NAV STA CEN	OAKLAND ARMY BASE CEN	OAKLAND NAVSHIP CEN	PRESIDIO SAN FRANC AFB	TRAVIS AFB	TOT REQ	TOT AVAIL.	DIFF
SAFETY CLOTH										1	1	23	0	23
HEALTH SP	19											6	0	6
FIREFIGHTER										2	2	2	2	0
STRUCTURAL	6									4	4	15	6	9
RELOCATION AID	5											1	1	1
PERSONNEL MGT										2	1	12	1	14
PERSONNEL	10											1	1	1
CLERK	14									4	4	27	2	25
PERSONNEL												1	1	1
CLERK	16									2	2	49	0	49
MILITARY												1	1	1
PERSONNEL												1	1	1
CLERK												1	1	1
MILITARY												1	1	1
TRANS SPEC												10	13	0
MSgt CLERK	25									2	2	50	0	50
MSgt CLERK	1									10	10	17	9	17
CLERK TYPIST	5									1	1	6	0	6
COMPUTER												1	1	1
CLERK												1	1	1
PROGRAM												10	10	0
ANALYST												1	1	1
ANALYST/INTNL	4									1	1	14	0	14
CLERK												1	1	1
DATA										1	1	26	0	26
TRANS RIBER	16											1	1	1
FILE CL												10	10	0
ANALYST												1	1	1
EMBOSHER												1	1	1
MECH AI												1	1	1
REF CORD TECH												1	1	1
METH AL CLERK												12	5	27
HEALTH SP												4	4	4
CONSTRUCTION												1	1	1
CONTRAL												1	1	1

\* This List Contains Personnel Shortages of Five or More.  
\*\* Civil Service Occupation Codes and Grades Corresponding to Each Job Title are on File at Logistics Management Institute

TABLE F-1. CIVILIAN PERSONNEL SHORTAGES, SAN FRANCISCO AREA,\* 1985 CIVILIAN MINI-MOBILIZATION EXERCISE (CONTINUED)

JOB TITLE	CONCORD NAV WPN STA	MSC PAC NAV WPN STA	ALAMEDA NEWK FAC	MORFETT NAVAIR STA	VALLEJO NAVELEX CFN	SAN BRUNO NAV FAC ENG CN	TREASIS NAVSEA ENG CN	OAKLAND ARMY BASE CFN	OAKLAND SAN FRANC CFN	PRESIDIO SAN FRANC CFN	TRAVIS AFB	TOT REQ	TOT AVAIL.	DIFF
SHIP SURVIVOR	12											12	0	12
PHOTOMAILEDER												12	0	12
PUR.HAS/INN AGENT	6											6	0	6
PUR.HAS/INN AGENT	6											6	0	6
PUR.HAS/INN AGENT	2											2	0	2
PROCUREMENT CLERK	1											1	0	1
INDUSTRIAL SPE. VALET	7											7	0	7
PRODUCTION CONTROLLER	25											25	33	2
SCRIPT SPEC.	3											3	19	0
TELEPHONIC INVESTIGATOR	3											3	5	2
QUALITY ASSUR SPECIAlist	11											11	24	0
EM BUPPLY SPEL	4											4	6	0
SUPPLY SYSTEMS ANALYST	1											1	12	0
SUPPLY CLERK	19											19	16	3
INVENTORY MGR	3											3	16	13
TRANS SPEC													16	0
TRANS CLERK	42											42	104	0
TRAFFIC MGR	1											1	17	0
PREIGHT DATE SPEC	21											21	40	0
TRAVEL CLERK	6											6	6	0
SHIPMENT CLERK													6	0
CARDO S/ MEDICER	36											36	36	0
MANIF.CARDO SPEC	22											22	46	24
ELEC MEASURING EQUIP MGR H	7											7	11	58

TABLE F-1. CIVILIAN PERSONNEL SHORTAGES, SAN FRANCISCO AREA,\* 1985 CIVILIAN MINI-MOBILIZATION EXERCISE (CONTINUED)

JOB TITLE	CONCORD NAV WPN STA	MSC PAC NAV WPN STA	ALAMEDA NAV AIR REWORK PAC	MOPPETT NAVAIR STIA	VALLEJO NAVELEX CEN	SAN BRUNO NAV FAC CEN	TREASIS NAVSTA CEN	OAKLAND ARMY BASE CEN	PRESIDIO SAN FRAN	TRAVIS AFB	TOT REQ	TOT AVAIL.	DIFF
ELECTROASSEMBLING											24	0	24
EQUIP MECH	24										156	0	156
FLY MECHANIC	3		150										
AIR RAFT/FUEL SYSTEMS			154								159	13	146
INSTRUMENT MACH				75							15	2	13
MACHINIST	15										15	0	15
PIER FAC WORKER					15						56	0	56
MASON						6					7	2	5
ELECTROPLATER		20									20	0	20
HEAT TREATER			13								13	0	13
CHASSTOUP PLESS OPAULATOR				2							2	1	1
RICK N RICK RACKER	394					16					410	0	410
WHARF BUILDER	20										20	0	20
GLEN FURMAN	9					2					13	5	8
RUGGER	15										16	10	6
POWER SUPPLY EQIP OP/OPERATOR							2				10	5	5
EQUIP DISPATCHER	14										15	2	13
EMER EQUIP OPR	2										5	0	5
CRANE OPERATOR	13						4				17	1	16
RR BRAKING SWITCHING											14	0	14
CONDUCTOR	52										41	0	41
LOCOMOTIVE ENO	25												
HVT MOB LOP METH	26										26	0	26
MOBILE EQUIP SERVICING											22	12	10
EXPLOSIVE OPERATOR	93										151	0	151
ORD EQUIP MCH 1/24						16					168	0	168
AIR RAFT/ORD SYS MCH	44										44	4	42
EQUIP EXAMINER											1	0	1

TABLE F-1. CIVILIAN PERSONNEL SHORTAGES, SAN FRANCISCO AREA,\* 1985 CIVILIAN MINI-MOBILIZATION EXERCISE (CONTINUED)

JOB TITLE	CONCORD NAV WPN STA	MSC PAC REFWK FAC	ALAMEDA NAV AIR STA	MOFFETT NAV FAC STA	VALLEJO NAV AIR STA	SAN BRUNO NAV FAC CEN	TREASIS NAV STA	OAKLAND ARMY BASE CEN	PRESIDIO SAN FRAN	TRAVIS AFB	TOT REQ	TOT AVAIL.	DIFF
TRAIL PARTS ATTENDANT	2									2	12	4	4
WAREHOUSE WORKER	23	4	1	10		50	50			10	10	4	14
WAREHOUSE WORKER										10	10	0	10
STORE WORKER										5	5	0	5
STORE WORKER										5	5	0	5
STORE WORKER										1	1	0	1
STORE WORKER										20	20	0	20
FURNITURE WORKER										13	13	0	13
PNEUMATICAL SYS MACH										4	11	7	14
AIR RAFTING MACH										11	20	19	10
AIR RAFT MACH										6	20	4	14

TABLE F-2. CIVILIAN PERSONNEL SHORTAGES, SACRAMENTO AREA,\* 1985 CIVILIAN MINI-MOBILIZATION EXERCISE

JOB TITLE	CIVIL SERVICE SERIES	GRADE	McCLELLAN AFB	MATHER AFB	SACRAMENTO ARMY DEPOT	TOT REQ	TOT AVAIL.	DIFFERENCE
SECURITY MANAGER	060	9/11	14	1	1	14	7	7
FIREFIGHTER	061	9	9	1	1	9	0	9
PERS MGT SPEC	201	9	1	1	1	1	0	1
PERS STAFF SPEC	212	9/11	61	1	1	61	12	29
PER CLASS SPEC	221	12	1	1	1	0	0	1
ANALYST	301	7/9/11	64	3	3	67	19	48
COMPUTER ASST	335	8	1	1	1	1	0	1
PROGRAM ANALYST	345	9/11	23	2	4	29	5	24
LOGISTICS MANAGER	346	11/12	33	1	1	33	0	33
COMMUNICATION MOR	391	11	2	1	2	0	0	2
COMMUNICATION SPEC	393	11/12	3	1	1	3	0	3
COST ANALYST	501	5	1	1	1	0	0	1
ACCOUNTANT	510	11/12	25	1	1	26	14	12
VOUCHER EXAMINER	540	5	1	1	1	1	0	1
MEDICAL OFFICER	602	13-14	2	1	1	2	1	1
MEDICAL LAB TECH	645	7	24	1	1	24	12	12
OPTOMETRIST	662	11-12	3	1	1	0	0	0
INDUSTRIAL HYGIENIST	690	11-12	9	1	1	9	0	9
HEALTH TECHNICIAN	699	5	10	1	1	10	2	8
ATTORNEY	903	12	16	1	1	17	2	15
LEGAL CLERK	986	6	9	1	1	9	4	5
CLUB MANAGER	1101	11/12	2	1	1	2	1	1
COMMISSARY CNTR MGR	1101	6	1	1	1	0	0	0
CONTRACT SPEC	1102	9/11	75	7	7	82	14	68
PROCUREMENT CLK	1106	4/5/7	46	1	1	46	0	46
COMMISSARY STORE MOR	1144	5	1	1	1	0	0	0
PHYSICAL SCIENCE TECH	1311	10	2	1	1	2	0	2
CHEMIST	1320	11	3	1	1	3	1	2
COMPUTER SCIENCE	1550	12	5	1	1	5	0	5
SAFETY MOR	1640	9	1	1	1	0	0	0
TRAINING TECH	1702	5/8	2	1	1	2	0	2
TNG INSTR NAVIGATION	1712	11	3	1	1	3	0	3
TRAINING INSTRUCTOR	1712	9/11	1	1	1	0	0	0

TABLE F-2. CIVILIAN PERSONNEL SHORTAGES, SACRAMENTO AREA,\* 1985 CIVILIAN MINI-MOBILIZATION EXERCISE (CONTINUED)

JOB TITLE	CIVIL SERVICE SERIES	GRADE	McCLELLAN AFB	MATHER AFB	SACRAMENTO ARMY DEPOT	TOT REQ	TOT AVAIL.	DIFFERENCE
TELEPHONE MECH	2492	10			1	1	0	0
WIRE COMM EQP INST	2611	5			3	3	0	0
ELEC MEAS EQP MECH	2602	11			4	4	0	0
ELEC DISC CTRR MECH	2604	11			2	2	0	0
DIGITAL COMP MECH	2608	12			1	1	0	0
OPTICAL INST RPR	3306	5			5	5	0	0
SHEETMETAL MECHANIC	3806	5			2	2	0	0
METAL TANK SEALER	3858	5			15	15	0	0
MOTION PICT PROJ	3910	5			2	2	0	0
EQUIPMENT FINISHER	4101	5			2	2	0	0
OPTOELECTRONICS MECH	5301	8/10			2	2	0	0
GEN EQP EXAMINER	6001	7			1	1	0	0
PERS FIL EQP OPR	6067	7			1	1	0	0
AIRCRAFT PNEU SYS MECH	6268	10			3	3	0	0

TABLE F-3. CIVILIAN PERSONNEL SHORTAGES, TRACEY/STOCKTON AREA,\* 1985 CIVILIAN MINI-MOBILIZATION EXERCISE

JOB TITLE	CIVIL SERVICE SERIES	GRADE	DEFENSE DEPOT TRACY	SHARPE ARMY DEPOT	TOT RT&Q	TOT AVAIL.	DIFFERENCE
STAFFING ASST	203	7	1	4	4	1	1
EMPLOYEE DEV SPEC	235	12	4	4	4	1	1
MANAGEMENT AVAIL.	343	9	2	2	2	1	1
LOGISTICS MOR	346	12	1	1	1	0	0
ENGINEER TECH	802	9	1	1	1	0	0
CIVIL ENGINEER	810	7	2	2	2	0	0
ATTORNEY	905	13	1	1	1	0	0
CONTRACTING OFF	1101	7&9	6	6	6	2	2
PURCHASING AGENT	1105	57	1	1	1	0	0
QUALITY ASSUR SPEC	1910	9/11	5	5	5	3	2
HOST FACIL MOR	2010	9/11	5	5	5	3	2
TRANSPORT ASST	2104	6	2	2	2	1	1
FLIGHT RATE ASST	2131	5.6	4	4	4	1	1
TRANS LOSS DMO EXAM	2135	6	3	3	3	0	0
SHIP FITTER	1820	10	1	1	1	0	0
BLOCK KER/BRACER	4802	7	1	1	1	0	0
WOOD WORKER	4804	5.6	6	6	6	0	0
UTILITY SYS REPAIR	4742	10	2	2	2	0	0
TESTING/EQP OPR	5419	11	11	11	11	0	0
BRAKE SWITCHER	5716	7	2	2	2	0	0
LOCOMOTIVE ENGINEER	5737	9	1	1	1	0	0
MATERIAL HANDLER	6901	7	31	18	49	49	0
PRESERVATION SVC PERS	7006	7	5	5	5	0	0

TABLE F-4. CIVILIAN PERSONNEL SHORTAGES, OUTLYING AREAS, \* 1985 CIVILIAN MINI-MOBILIZATION EXERCISE

JOB TITLE	CIVIL SERV SERIES	GRADE	NAS LEMOORE	FT ORD	USMC LOG CEN	CASTLE AFB		TOT Rt+Q	TOT AVAIL.
						TOT	DEF		
TRANSPORTATION SPEC	2150	7	3			1	1	1	1
AIR TRAFFIC CONTR. SPEC	2152	9	1			0	0	0	1
AIR TRAFFIC ASSIST	2154	5	2			0	0	0	2
ELECTRONICS MECH	2604	12		12		0	0	0	12
FUEL DIST. SYS. MECH	4235	10		1		0	0	0	1
BOILER PLANT EQUIP MECH	5309	10		18		20	5	5	19
LAUNDRY EQUIP MECH	5316	8-9		12		12	0	0	12
EQUIP. MECH. FOREMAN	5353	8-9		5		0	0	0	5
POWER SUPPORT SYSTEM MATH	5367	10-11		6		0	0	0	6
FUEL. DISH. SYS. OPERATOR	5413	6	14			0	0	0	14
MOTOR VEHICLE OPERATOR	5703	6-7-8				4	0	0	4
TRACTOR OPERATOR	5705	6				0	0	0	0
ENGINEER EQUIP OPR	5716	6-8-10				0	0	0	0
HARBOR CRAFT MASTER	5723	1				0	0	0	0
MOBILE EQUIP. INSPI	5801	11		2		0	0	0	2
HVV MOBIL EQUIPMENT REPAIRMAN	5803	5				0	0	0	0
HVV MOBIL EQUIPMENT REPAIRMAN	5803	8 (10)				13	0	0	13
ALTO MECHANIC	5823	8				28	0	0	28
FLIGHT-SERVICE WORKER	7408	2-3				16	0	0	16
AIRCRAFT PROPELLER WORKER	8807	6				1	0	0	1

TABLE F-4. CIVILIAN PERSONNEL SHORTAGES, OUTLYING AREAS,<sup>\*</sup> 1985 CIVILIAN MINI-MOBILIZATION EXERCISE (CONTINUED)

JOB TITLE	CIVIL SERV SERIES	GRADE	NAS	FT ORD	USMC LOG CEN	CASUAL AFN	TOT REQ	TOT AVAIL.	DIFF
SAFETY SPEC	18	7	4				4	4	0
SECURITY SPEC	80	7	3				1	1	2
PIRFIGHTER	81	5	1				0	0	1
ADMIN OFF	941	9	2				1	1	0
OFFICE SVC MGR	942	9			1		0	0	1
MOT ANALYST	943	9			5		0	0	5
MOT ASST	944	57			17		0	0	17
FLIP EQUIP OPR	950	4			2		0	0	2
DATA TRANSCRIBER	958	34			24		0	0	24
CODING CLERK	957	4			6		0	0	6
ACCOUNTING/AUDITOR	910	910			13		0	0	13
ACCOUNTING TECH	525	45			51		0	0	51
ACCOUNTING TECH	525	6			14		0	0	14
TELLER	130	45			15		0	0	15
PATROLL CLERK	544	5			5		0	0	5
MAIL CLERK	545	45			26		0	0	26
CIVIL ENG TECH	802	11				2	0	0	2
MECANICAL ENG TECH	802	9				3	0	0	3
CONSTRUCTION INSPECTOR	809	78				0	0	0	0
ENGINEERING DRAFTSMAN	818	6				0	0	0	0
INDUSTRIAL ENG TECH	895	9				1	0	0	1
INDUSTRIAL ENG TECH	895	10				1	0	0	1
GENERAL ATTORNEY	903					6	0	0	6
ILLUSTRATOR	1020	57			10		0	0	10
PUBLIC AFFAIRS SPEC	1035	79		2	10		0	0	12
THEATER SPECIALIST	1054	7			2		0	0	2
ART SPECIALIST	1054	5			2		0	0	2
PHOTOGRAPHER	1060	4			5		0	0	5
PHOTOGRAPHER	1060	57			9		0	0	9
TV PRODUCTION SPEC	1071	11			1		0	0	1
STORE MANAG	1101	743			9		0	0	9
PROCUREMENT SPEC	1102	7			1		0	0	1
HOLDING UNIT SPEC	1173	9					0	0	0



APPENDIX G

INSTALLATION RESPONSES TO OSD QUESTIONNAIRE,  
1985 CIVILIAN MINI-MOBILIZATION EXERCISE

INSTALLATION RESPONSES TO OSD QUESTIONNAIRE,  
1985 CIVILIAN MINI-MOBILIZATION EXERCISE

QUESTION 1. Are the installations confident of their mobilization civilian new hire requirements? Are WARMAPS civilian requirements valid?

CONSENSUS: Some installations are confident of new hire requirements.

DIVERGENCE:

- Three installations were not.
- One installation was not confident of the specific numbers by type position.
- One installation stated that given a draft, call up, and recall – then hiring of replacements would be difficult
- One installation stated that exercise provided little insight into this problem.
- One installation did not have a current TDA for a major unit.
- Two installations failed to reply to this question.

CONSENSUS: Most of the installations did not consider WARMAPS requirements valid.

DIVERGENCE:

- Two considered WARMAPS close to their needs.
- One stated that their WARMAPS requirements were valid.
- One installation lacked knowledge of WARMAPS.
- Two installations did not respond to this question.

QUESTION 2. Can the installation recruit the workers they need during mobilization?

CONSENSUS: Based on information provided by OPM and CEDD during the exercise, most installations indicated that they could recruit their needs.

DIVERGENCE:

- Five installations stated that they could not.

- Two installations said that the ability to do so was not determined during the exercise.

QUESTION 3. How can DoD and defense industries avoid disruptive competition for workers?

CONSENSUS: Not established.

DIVERGENCE:

- Eight installations stated that wage and price controls must be implemented.
- Five installations said that such competition did not exist in their area.
- Three installations stated that an outside Federal Agency such as DOL or FEMA must act to regulate the workforce.
- Two indicated that representatives from DoD and defense industries should meet regularly to decide personnel issues.
- One said that area committees could arbitrate the issue.
- One stated that higher pay or civilian draft would solve the problem.

QUESTION 4. Are existing procedures sufficient to prevent competition for new workers among DoD components?

CONSENSUS:

- Ten of the installations stated that the procedures were not sufficient.
- One of the installations stated that there were no procedures.

DIVERGENCE:

- Three installations said that gentlemen's agreements were sufficient.
- Two installations stated that with qualifications the existing procedures were sufficient.
- Two stated that the area committees could handle the issue.
- One installation recommended the implementation of 72-hour hiring procedures.
- One installation stated that, due to their isolation from other DoD installations, procedures were not necessary.

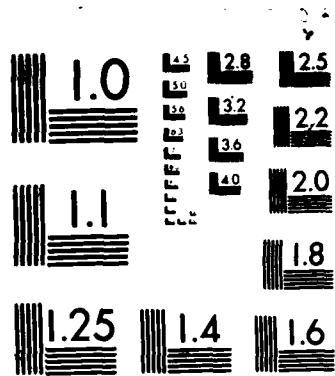
QUESTION 5. Have DoD installations screened their employees for employment with reserve and military obligations?

AD-A183 210 1985 CIVILIAN MANPOWER MOBILIZATION MINT EXERCISE(U)  
LOGISTICS MANAGEMENT INST BETHESDA MD  
G E MUELLER ET AL SEP 86 LMI-ML522 MDA903-85-C-0139  
UNCLASSIFIED F/G 5/9

2/2

NL





MICROCOPY RESOLUTION TEST CHART  
NATIONAL BUREAU OF STANDARDS 1963-A

**CONSENSUS:** All installations stated yes to this question.

**QUESTION 6.** Are installations prepared to recruit civilian retirees for emergency reemployment?

**CONSENSUS:** All installations answered yes to this question. Many installations have developed their own lists in addition to information provided by the Defense Manpower Data Center.

**QUESTION 7.** How useful are the OPM-DOT occupational code crosswalk and the Mobilization Manpower Planners Handbook?

**CONSENSUS:**

- All installations stated both were useful in varying degrees.
- Six installations stated that crosswalk should be automated, while three others indicated a preference for a hard copy report instead of microfiche.
- Two installations stated that an assessment of crosswalk utility could not be made without a review of the candidates' application to determine if qualifications satisfied position requirements.

**QUESTION 8.** How big a problem will a military draft, reservist called to active duty and military retirees recalled to active duty be for a civilian mobilization?

#### A DRAFT

**CONSENSUS:**

- Most of the installations stated that, based on the exercise scenario, the draft would present no problem.
- Three installations stated that if the draft included more than 20 year old males then there would be a serious problem.
- One indicated that, based on the exercise scenario, it was impossible to make an assessment.
- One installation did not respond to this question.

#### RESERVE CALL-UP

**CONSENSUS:** Most stated that there would be limited impact except where the call-up occurred in conjunction with a recall of retirees.

## MILITARY RETIREE RECALL

**CONSENSUS:** Most installations stated that a call-up and recall would have serious consequences. Nine installations reported this loss as a percentage of workforce and the range spread from 7 to 17 percent. The concern was centered on the loss of particular skills that would occur if there was a call-up and simultaneous recall.

**DIVERGENCE:**

- Four installations reported no impact if there were a call-up and recall.
- One installation indicated that the exercise scenario made it impossible to accurately assess impact.

**QUESTION 9.** How many and what types of jobs could be filled by conscientious objectors?

**CONSENSUS:** Many installations stated that conscientious objectors could be used in positions that required no security clearance.

**DIVERGENCE:** Four installations stated that, due to their type of mission, no positions could be filled with conscientious objectors.

**QUESTION 10.** Are there civilian jobs that could be converted to military?  
How many and what kind?

**CONSENSUS:**

- Most installations stated that all but a few positions (usually associated with the civilian personnel office) could be converted to military.
- Six installations qualified their response by stating that such a conversion was unlikely or inappropriate.
- One stated that this could not be determined during the exercises.

**DIVERGENCE:** Four installations stated that there were no positions that could be converted to military.

QUESTION 11. What "competition" problems have installations experienced or do they expect to experience in mobilization? Include competition with other installations as well as private industry.

CONSENSUS: • Many stated that there would be competition from both DoD installations and private industry.

- Three installations said that there would be minimum competition with other DoD installations.
- Two installations stated that competition with private industry would be minimal.

DIVERGENCE: • Four installations indicated that there would be no competition with DoD installations or private industry.

- Two installations stated that the issue of competition could not be determined based on exercise.

#### TYPES OF AND REASON FOR COMPETITION

- Six installations stated that competition would be in the form of increased pay and benefits offered by the private industries.
- Four installations stated that competition among DoD installations would exist because employees would transfer from one installation to another to advance their careers.
- Three installations said that competition would exist because DoD has not established mission priorities between installations or among them and private industries.

QUESTION 12. What authorities did you need to exercise other than the emergency indefinite hiring authority?

CONSENSUS: Seven installations stated that they required none other than emergency indefinite hiring authority.

#### OTHER AUTHORITIES MENTIONED

- Incentive pay
- Veterans Readjustment Appointments
- Schedule A

- Reinstatement of Annuitants
- Waivers on reassignments
- Waivers on qualifications
- Waivers on limits of temporary promotions
- Waivers on time in grade
- Ability to non-select current DoD employees off registers
- Contract authority with local employment agencies
- Authority to "lock" DoD employees in place
- Leniency in applying X118 and X118C qualification standards
- Modify emergency indefinite with regard to considering standard registers
- Permit indefinite hiring periods for noncompetitive temporary promotions

**DIVERGENCE:** Two installations stated that the exercise was not adequate for them to assess need for authorities.

**QUESTION 13.** What is your assessment of the impact of civilian shortfalls on mission capability?

**CONSENSUS:**

- Eight installations reported no impact.
- Two installations indicated that the shortfalls would have minimal impact.
- One installation indicated that the shortfalls would have some impact on mission accomplishment.

**DIVERGENCE:**

- Six installations reported that the shortfalls were critical to mission accomplishment.
- Three installations were uncertain of the impact.

**QUESTION 14.** What five to ten civilian occupation shortages do you consider most critical to mission accomplishment?

[A compilation of the installations' responses follows.]

## CRITICAL CIVILIAN OCCUPATIONS

CIVIL SERVICE CODE	OCCUPATIONAL TITLE	NO. OF TIMES REPORTING
18	SAFETY AND OCCUPATION HEALTH SPECIALISTS	2
80	PHYSICAL SECURITY SPECIALISTS	0
81	FIREFIGHTERS	5
189	RECREATION AIDES	0
301	MISCELLANEOUS ADMINISTRATION PERSONNEL	2
332	COMPUTER OPERATORS	0
334	COMPUTER SPECIALISTS	0
346	LOGISTICS MANAGERS	0
525	ACCOUNTING TECHNICIANS	2
560	BUDGET ANALYSTS	2
600	ALL MEDICAL PROFESSIONALS	2
801	GENERAL ENGINEERS	0
802	ENGINEER TECHNICIANS	2
808	ARCHITECTS	0
809	CONSTRUCTION REPRESENTATIVES	0
810	CIVIL ENGINEERS	0
830	MECHANICAL ENGINEERS	0
850	ELECTRICAL ENGINEERS	0
855	ELECTRONICS ENGINEERS	3
856	ELECTRONICS TECHNICIANS	2
1102	CONTRACT SPECIALISTS	2
1670	EQUIPMENT SPECIALISTS	3
1712	TRAINING INSTRUCTORS	0

**CRITICAL CIVILIAN OCCUPATIONS (CONTINUED)**

CIVIL SERVICE CODE	OCCUPATIONAL TITLE	NO. OF TIMES REPORTING
1910	QUALITY ASSURANCE PERSONNEL	0
2003	SUPPLY MANAGERS	0
2005	SUPPLY CLERKS	5
2102	TRANSPORTATION CLERKS	0
2130	TRAFFIC MANAGERS	0
2131	FREIGHT RATE SPECIALISTS	2
2134	SHIPPING CLERKS	2
2152	AIR TRAFFIC CONTROLLERS	2
2161	MARINE CARGO SPECIALISTS	3
2602	ELECTRONIC MEASURING EQUIPMENT MECHANICS	2
2604	ELECTRONICS MECHANICS	4
2892	AIRCRAFT ELECTRICAL SYSTEMS REPAIRMEN	0
3359	INSTRUMENT MECHANICS	0
3806	SHEET METAL MECHANICS	0
5413	FUEL DISTRIBUTION SYSTEM OPERATORS	0
5725	CRANE OPERATORS	0
5736	BRAKERS, SWITCHMEN & CONDUCTORS	2
5737	LOCOMOTIVE ENGINEERS	0
6907	WAREHOUSE PERSONNEL	4
6912	MATERIALS SORTERS & CLASSIFIERS	2
7002	PACKERS	0
7401	FOOD PREPARERS	0
8852	AIRCRAFT MECHANICS	2
8862	AIRCRAFT REFUELERS	0

**APPENDIX H**

**COMPARISON OF NON-DOD CIVIL SERVICE PERSONNEL PRESENT  
WITH DOD INSTALLATION NEEDS IN SELECTED AREAS**

**TABLE H-1. COMPARISON OF NON-DOD CIVIL SERVICE PERSONNEL PRESENT WITH DOD INSTALLATION NEEDS IN SELECTED AREAS**

	SAN FRANCISCO BAY AREA		SACRAMENTO AREA	
	No. of Non-DOD Civil Service Personnel Present	No. of Personnel Needed at DoD Installations	No. of Non-DOD Civil Service Personnel Present	No. of Personnel Needed at DoD Installations
Fire Protection Personnel	5	31		
Miscellaneous Administration Personnel	333	13	46	48
Miscellaneous Clerks	710	63	142	
Mail and File Personnel	170		26	
Clerk Typists	523	6	113	
Computer Specialists	201		41	
Management Analysts	131		16	1
Program Analysts	136	14	6	24
Logistics Managers	2	26		
Accountants	118		16	1
Accounting Technicians	181		20	
Engineering Technicians	100		48	1
Electronics Engineers	161		8	
Electronics Technicians	96		74	

Source for Non-DOD Civil Service Information: Office of Personnel Management, November 14, 1985.

**TABLE H-1. COMPARISON OF NON-DOD CIVIL SERVICE PERSONNEL PRESENT WITH DOD INSTALLATION NEEDS  
IN SELECTED AREAS (CONTINUED)**

	SAN FRANCISCO BAY AREA		SACRAMENTO AREA	
	No. of Non-DOD Civil Service Personnel Present	No. of Personnel Needed at DoD Installations	No. of Non-DoD Civil Service Personnel Present	No. of Personnel Needed at DoD Installations
Aerospace Engineers	329			
General Business Personnel	147	14	39	6
Contract and Procurement Personnel	177		27	71
Purchasing Personnel	47	17	15	1
Equipment Specialist	3	19	3	2
Quality Assurance Personnel	14	24	3	
Supply Clerks	78	156	39	
Inventory Managers	21	5	1	
Freight Rate Specialists	4	40		
Shipping Clerks	3	8	11	
Electronic Measuring Equipment Mechanics	1	82		
Electronics Mechanics	52	156	6	
Electronic Integrated Systems Mechanics	2			
Electricians	58		5	

Source for Non-DOD Civil Service Information: Office of Personnel Management, November 14, 1985.

**TABLE H-1. COMPARISON OF NON-DoD CIVIL SERVICE PERSONNEL PRESENT WITH DoD INSTALLATION NEEDS  
IN SELECTED AREAS (CONTINUED)**

	SAN FRANCISCO BAY AREA		SACRAMENTO AREA	
	No. of Non-DoD Civil Service Personnel Present			
Electrical Equipment Repair Personnel	1			
Instrument Mechanics	3	73		
Machinists	19	15	1	
Laborers	35		4	
Welders	6			
Mobile Equipment Metal Mechanics			1	
Painters	17		4	
Wood Workers			5	8
General Equipment Maintenance Personnel	5		2	
Riggers	5	26		
Motor Vehicle Operators	46		4	
Fork Lift Operators			4	
Crane Operators	1	16		
Heavy Mobile Equipment Mechanics	3		4	

Source for Non-DoD Civil Service Information: Office of Personnel Management, November 14, 1985.

**TABLE H-1. COMPARISON OF NON-DOD CIVIL SERVICE PERSONNEL PRESENT WITH DOD INSTALLATION NEEDS  
IN SELECTED AREAS (CONTINUED)**

SAN FRANCISCO BAY AREA		SACRAMENTO AREA	
	No of Non-DOD Civil Service Personnel Present	No. of Personnel Needed at DoD Installations	No of Non-DOD Civil Service Personnel Present
Automotive Mechanics	15	5	14
Warehouse Worker, Miscellaneous	11	134	187
Warehouse Workers	50		
Packers		25	
Preservation Service Personnel	18		
Cooks	29		
Food Service Workers	166	13	
Aircraft Mechanics	25	163	9

Source for Non-DOD Civil Service Information: Office of Personnel Management, November 14, 1985.

**APPENDIX I**

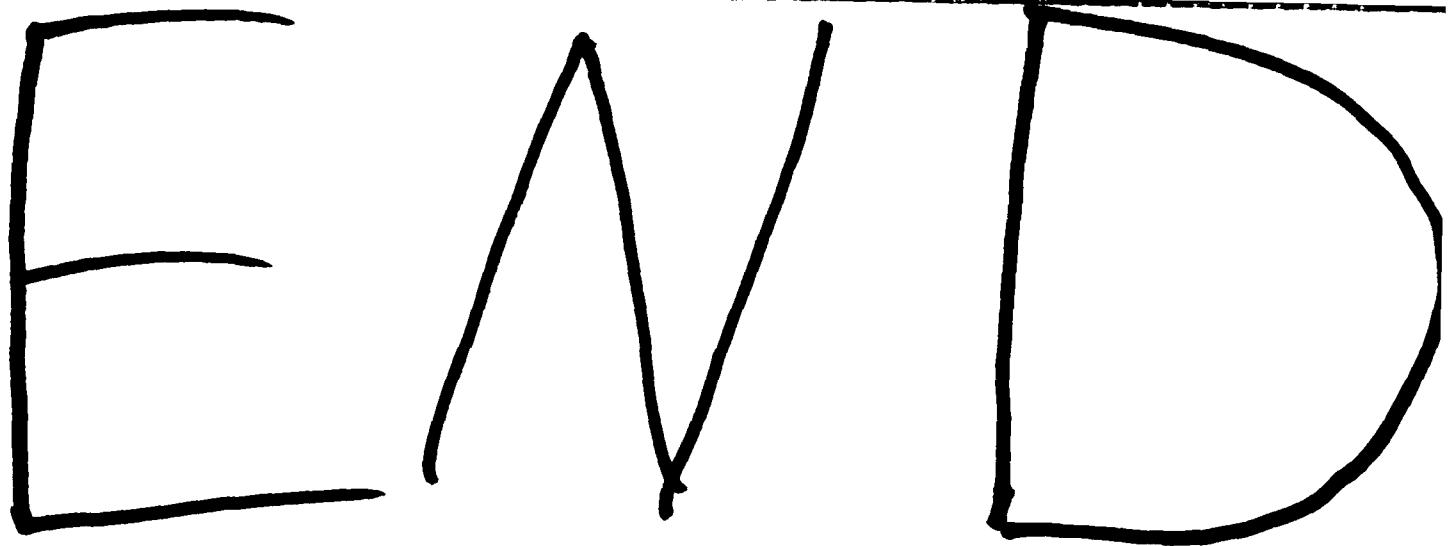
**EXECUTIVE ORDER 10480, AS AMENDED, "ADMINISTRATION  
OF CIVIL AND DEFENSE MOBILIZATION," PART IV, "LABOR SUPPLY"**

**EXECUTIVE ORDER 10480, AS AMENDED, "ADMINISTRATION OF CIVIL AND DEFENSE MOBILIZATION," PART IV, "LABOR SUPPLY."**

Sec. 401. The Secretary of Labor shall utilize the functions vested in him so as to meet most effectively the labor needs of defense industry and essential civilian employment, and to this end he shall:

- (a) Assemble and analyze information on, and make a continuing appraisal of, the nation's labor requirements for defense and other activities and the supply of workers. All agencies of the Government shall cooperate with the Secretary in furnishing information necessary for this purpose.
- (b) Consult with and advise each delegate of the Director of the Federal Emergency Management Agency referred to in section 20(a) of this order and each official of the Government exercising guarantee or loan functions under Part III of this order concerning (1) the effect of contemplated actions on labor supply and utilization, (2) the relation of labor supply to materials and facilities requirements, (3) such other matters as will assist in making the exercise of priority and allocations functions consistent with effective utilization and distribution of labor.
- (c) Formulate plans, programs, and policies for meeting defense and essential civilian labor requirements.
- (d) Utilize the public employment service system, and enlist the cooperation and assistance of management and labor to carry out these plans and programs and accomplish their objectives.
- (e) Determine the occupations critical to meeting the labor requirements of defense and essential civilian activities and with the Secretary of Defense, the Director of Selective Service, and such other persons as the Director of the Federal Emergency Management Agency may designate and develop policies applicable to

the induction and deferment of personnel for the armed services, except for civilian personnel in the reserves.



9 — 87

DT/C